

A. Organization & Contact Information

Case Id: 11168
Name: YMCA of Northwest North Carolina - REACH
Address: *No Address Assigned

Completed by j.lagesse@ymcanwnc.org on 11/20/2020 10:31 AM

A. Organization & Contact Information

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

A.1. Organization Name

YMCA Of Northwest North Carolina

A.2. Project/Program

YMCA REACH Center

A.3. FY 2021-22 Funding Request Amount

\$450,000.00

A.4. Agency's Total Operating Budget

\$23,454,618.00

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

03/31/2021

A.20. Email

loweparker@aol.com

A.21. Phone

(336) 759-0363

B. Project Overview

Completed by j.lagesse@ymcanwnc.org on 11/20/2020 4:20 PM

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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?

The YMCA of Northwest North Carolina REACH Center (Resources for Economic Development, Academics, and Community Health), formerly the Winston Lake Family YMCA, is a multi-service provider destination where all people can learn, grow and thrive by working collaboratively and providing a hand up, not a hand out, to those in need. The YMCA REACH Center, will serve East Winston, a community stigmatized by high poverty and, more recently, severely affected by the health and economic fall out due to COVID-19. The YMCA REACH Center will increase accessibility to services, and build both trust between residents and bridges over our divided community.

While a community resource center is not what we think of as a traditional YMCA, the concept is not novel. YMCAs in large metropolitan areas across the country have adopted this service model in vulnerable communities including the YMCA of Greater Charlotte. At the YMCA REACH Center, the Y is not simply a landlord to multiple agencies, we are facilitating an integrated model where multiple agencies create a culture of collaboration to serve the residents of Forsyth County. For example, Partnership for Prosperity, the Winston-Salem Mayor's poverty initiative, currently occupies rent-free office space at the Winston Lake Y.

Utilizing the Asset-Based Community Development (ABCD) philosophy, developed at Northwestern University, will be critical to the REACH Center's success. The foundational truths about the ABCD approach are that everyone has gifts, everyone has something to contribute, everyone cares about something, and that passion is their motivation to act. Collaborative partners will work within the Collective Impact Model incorporating these practices: Common Agenda, Shared Measurement, Mutually Reinforcing Activities, Continuous Communication, and Backbone Organization.

Within the REACH Center model, collaboration occurs at many different levels. Below are a few examples:

- 1) Some agencies utilize space permanently due to the type of services they offer. Examples: preschool services, healthcare, or food access.
- 2) Other agencies may provide workshops, classes or training programs focused on job training, entrepreneurship, financial literacy, and English as a Second Language that will not utilize spaces daily. Space will be available for agencies to store materials on site.
- 3) Additional agencies will be connected to the REACH Center through an integrated referral model that is being created by the Human Service Organization (HSO) Roundtable. The HSO involves 11 of the largest non-profit human service organizations in Forsyth County and the Department of Social Services. The HSO works to improve access to services to assist residents in their goal to be their best selves. Navigators will work with residents to refer them to services, ensuring connection and appropriate follow-up is conducted and that the individual or family is making progress toward their goals. The HSO has identified the REACH Center Model as the prototype for this work.

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

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

B.3. 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

Maximum Number of Participants to Be Served at a Single Time

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

4,000

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 YMCA of Northwest North Carolina believes that everyone in our community should have the opportunity to benefit from Y programs and services. The Y is a community-based nonprofit with the mission of “Helping all people reach their God-given potential in spirit, mind and body.” Our Open Doors Program is central to the mission. When someone loses a job, when medical bills become overwhelming, or when other challenging situations occur, people need the support of the Y. No individual will be denied access to services due to an inability to pay. Financial scholarships are available on a sliding scale, and applications utilize the United Way of North Carolina’s Self-Sufficiency Standard (<https://www.unitedwaync.org/selfsufficiencystandard>), which takes into account a person’s necessary expenses compared to income, to determine their needs. For youth development programs, the Y determines if a student or family is Low-to-Moderate based on a student free/reduced lunch status and referrals from school system administrators

The YMCA REACH Center, will serve 100% Low-to-Moderate Income families and individuals. Below are statistics and economic indicators about East Winston that illustrate the need.

- A 2014 study by the University of North Carolina at Chapel Hill, titled North Carolina’s Distressed Urban Tracts: A View of the State’s Economically Disadvantaged Communities, identifies Winston-Salem as having more economically distressed tracts than any other urban area in the state except Charlotte. These economically distressed wards have a majority minority population, unemployment rates nearly double the state average of 4.5% and a higher percentage of individuals without access to transportation resources.

- There are six census tracts that surround the YMCA REACH Center This area is the home of nearly 19,000 residents, of which:
 - 75% are African American,
 - 14% are Hispanic,
 - 8% are White, and
 - 41% live in poverty.
 - 59% of the youth in East Winston live in poverty.
 - Youth make up 28% of the population.
 - 65% (20% of the total population) of these youth are nine or younger.
 - The Median Household Income in this area is \$21,513, compared to \$44,597 in Winston-Salem and \$50,128 in Forsyth County.
 - The Federal Poverty Level for a family of four is \$26,200.
 - African-American residents in Winston-Salem are almost three times as likely, and Hispanic and Latino residents are about four times as likely to live in poverty as White and non-Hispanic residents.
 - 28% of adults over the age of 25 have not completed high school.
 - 16% of adults have completed a 4-year degree or higher
 - 47% of residents over 16 years old are not in the labor force.
 - The unemployment rate is 8.4%, triple the rate of 2.8%, in Winston-Salem.
 - There are seven schools located in East Winston.
 - Six are Title 1 Schools, the federal designation for high poverty, low performing schools;
 - Five are composed of more than 90% of low-income students; and
 - Two are charter schools.
 - There is only one grocery store located in all of East Winston.

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

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

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

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

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

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

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

COLLABORATION (6 POINTS)

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

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

In 2020, as a part of the East Winston Initiative and the development of the YMCA REACH Center, the Y has started acting on our vision to create this resource hub. The Y has started providing office and program space in the Winston Lake Family YMCA, with Partnership for Prosperity taking up residence in the administrative office at the branch. With funding from the United Way, the Y began the Coordinated Outcomes and Approaches to Community Health (COACH) Initiative, a grassroots movement to engage residents in East Winston improving community health and access to health resources. Additional United Way support will allow our Youth Development Branch in East Winston to implement a program to address summer learning loss among elementary and middle school students. Each year the Y provides life saving swimming lessons to youth and adults through the Safety Around Water Initiative. Finally, with funding from the YMCA of the Y-USA and Federal Child and Adult Care Feeding Program and a partnership with Second Harvest Food Bank, the Y is offering Weekend and Holiday meals as a part of our growing anti-hunger initiative in East Winston.

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.

Evaluation planning and execution will be led by the Y's Grant and Evaluation Manager. The ongoing reporting of the evaluation results are meant to inform continuous quality improvement of the activities in the work plan and for reporting results and progress on outcomes to various stakeholders. The guiding evaluation questions that will be answered by the evaluation plan and associated process/outcome measures are:

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

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

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

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

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

- Attendance-daily attendance taken to track program participation in all activities
- Maintain menus and meal counts
- Daxko software- used to track enrolled participants and demographic information
- Participant program satisfaction surveys

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
Serve as the programmatic hub for human services in East Winston	Make space available and usable for community organizations to operate and provide services out of.			Enter into at least three service agreements with community based organizations
Support individuals who are seeking to enter the workforce.	1) Provide drop-in child care services 2) Partner with organizations that can provide pathways to employment 2) Offer adult basic			Provide Literacy instruction and job and entrepreneurial skills training to 120 Adults.

	education services to assist individuals in obtaining/retaining employment			
Provide character development and enrichment opportunities for youth.	<p>1) Provide structured out of school time opportunities for youth</p> <p>2) Offer free community meals on the weekend</p> <p>3) Teach water safety utilizing the Y's Safety Around Water resources</p>			Serve 1040 youth
Become a hub for the distribution of healthy meals in East Winston	Work through existing partnerships with H.O.P.E of Winston-Salem, Second Harvest Food Bank of Northwest North Carolina, and Brenner Fit Kitchen to extend existing, successful Service Models to the REACH Center.			<p>1) Distribute 70,000 meals</p> <p>2) Store and distribute fresh and healthy foods to residents.</p>

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	0	0
FY 20-21 Current Year Projected Results	0	0
FY 21-22 Next Year Anticipated Results	4,000	5,500

C.6. FY 19-20 Program Accomplishments

On March 16th, the YMCA of Northwest North Carolina voluntarily closed our facilities to help slow the spread of COVID-19. Since that time, various executive orders issued by Governor Roy Cooper have forced the Y to remain closed and cancel programs until our reopening date on September 8th. While these executive orders have limited our ability to open fully, we have been able to operate our pools, provide outdoor group exercise classes and run day and resident camp since late May, but the Y still had to lay off over 1800 employees and projects a \$15+ million loss in revenue for 2020. We have exercised prudent cost-saving measures including staff layoffs, salary reductions, massive

organizational restructure, and deferred payments have significantly reduced our anticipated year-end deficit allowing the Y to remain viable and provide essential services.

In order to continue to serve the community, the Y made use of available resources and revenue streams to meet the needs of local families by providing emergency childcare, distributing meals, hosting blood drives, making senior wellness calls, and distributing masks as a part of the “Mask the City” initiative. As the pandemic lingers, the Y will continue to make programmatic pivots to meet the changing needs of our community including our new E-Learning Academy, in partnership with Winston-Salem/Forsyth County Schools, which will provide a safe and healthy environment for social, emotional and academic learning while schools are operating virtually this fall.

Emergency Child Care and Remote Learning:

In an effort to serve first responders and essential workers, the Y utilized facility and staff resources to provide emergency child care. Between March 26 and May 31, the Y provided 144 children with 2,172 hours of student engagement, which included virtual learning and academic support, health and wellness activities, and character development opportunities. Since August 17, the Y has operated four E- Learning Academies in close coordination with Winston-Salem/Forsyth County Schools, providing remote learning support for over 300 students and their families in Forsyth County.

Senior Wellness Calls:

Seniors are an extremely vulnerable population and the pandemic has forced many folks to stay home or severely limit their trips outside of the home. In order to continue to serve our older members, YMCA staff have been making senior wellness calls. During these calls, Y staff are checking in to see how our seniors are doing, providing information about available programs, and connecting seniors to community resources. Additional information is shared regarding Virtual YMCA resources, specifically for Older Adults, and about how to access digital content.

Meal Distribution:

To address food access/insecurity, the Y has partnered with the Ministers Conference of Winston-Salem and Vicinity, Love Out Loud, Second Harvest Food Bank of NWNC, and other area organizations to distribute meals. The long term closure of schools and community amenities, creates food access and insecurity issues for thousands of school-age youth and their families. The Y was the largest distributor in the feeding collaborative, serving nearly 70,000 meals.

Community Health:

The Y has entered into a partnership with the Wake Forest Baptist Health Mobile Unit. The Mobile Unit is onsite at the YMCA REACH Center every Monday providing no cost, walk-up care and COVID-19 testing.

C.7. FY 21-22 Key Objectives

The YMCA REACH Center will serve as a resource center in East Winston, providing program and administrative space for collaborative agencies to offer services. The Y will enter into written service agreements with all collaborative agencies and these relationships will serve as a prototype for collaborative agencies working together on a referral, follow-up and outcome-based project. All partners will adopt the Collective Impact Model and its five components.

The YMCA REACH Center, and its collaborative partners will provide direct services to over 5500 East Winston residents in the year 2021 in the following areas:

1) Economic Mobility: Support individuals who are seeking to obtain, retain or improve employment status.

A. Strategies

1-Provide drop-in child care and eventually licensed preschool

2-Develop employment pathways

3-Offer adult basic education and English as a Second Language instruction

B. Potential Partners

- 1-City of Winston-Salem
- 2-Forsyth Technical Community College
- 3-United Way of Forsyth County
- 4-Goodwill Industries of Northwest North Carolina
- 5-Partnership for Prosperity

2) Youth Development: Provide social, emotional, and academic support for youth in East Winston.

A. Strategies

- 1-Provide structured opportunities for youth outside of school hours
- 2-Offer free community meals on weekends
- 3-Teach water safety utilizing the Y's Safety Around Water resources
- 4-Use evidence-based curriculums to support Social and Emotional Learning, STEM Education, and student learning in core subject areas
- 5-Support families during COVID-19 by offering full-day childcare and educational support through our E-Learning Academy

B. Potential Partners

- 1-Winston-Salem/Forsyth County Schools
- 2-Smart Start
- 3-Guiding Institute for Developmental Education
- 4-Latino Community Services
- 5-Winston Salem State University
- 6-Wake Forest University

3) Healthy Aging: Break the cycle of isolation and work to engage and enrich the lives of seniors in East Winston.

A. Strategies

- 1-Provide fall preventions and senior wellness classes
- 2-Offer free meals to address food access
- 3-Provide seniors opportunities to interact with each other
- 4-Develop a senior/youth mentorship program

B. Potential Partners

- 1-Senior Services
- 2-The Shepherd's Center

4) Community Health: Ensure the residents of East Winston have equitable access to health resources.

A. Strategies

- 1-Serve as a meal distribution/donation center
- 2-Offer Evidence-Based Health Interventions and healthy lifestyle courses at low/no cost
- 3-Health Navigators will assist residents in accessing community health resources

B. Potential Partners

- 1-Maya Angelou Center for Health Equity
- 2-Wake Forest Baptist Health
- 3-Novant Health
- 4-Second Harvest Food Bank of Northwest North Carolina
- 5-Forsyth County Department of Public Health

5) Cultural Learning: The YMCA REACH Center will strive to address inequity and social injustice, working to bridge the gap between races.

A. Strategies

- 1-Create a cultural center, hosting speakers and events that promote cultural learning
- 2-Provide no/low cost training courses on diversity, inclusion, and cultural competency
- 3-Engaging with the Latino community to identify potential needs and barriers.

B. Potential Partners

- 1-Neighbors for Better Neighborhoods
- 2-Urban League

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?

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

FUNCTION (5 POINTS)

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

132

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

In addition to the YMCA Reach Center, the YMCA of Northwest North Carolina has four traditional Y Branches in Winston-Salem and two more in Forsyth County. The YMCA provides out-of school time care for students from 33 schools in the Winston-Salem/Forsyth County School District. With support from the United Way, the YMCA’s COACH initiative connects residents to community health resources and works to reduce health disparities in East Winston. The Achievers Program serves over 1500 minority students in every high school in the county, encouraging and assisting youth with finding post secondary opportunities. In 2020, 228 residents participated in the Y Adult Literacy program which provides Adult Basic Education services and English as a Second Language instruction to individuals seeking to obtain and retain employment. Our Safety Around Water initiative teaches drowning prevention and swimming skills and provides free swimming lessons (8 hours of instruction) to at-risk youth in Winston-Salem.

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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
President and CEO	Responsible for the the overall management and direction of the project. Will spearhead YMCA Development Efforts.	10	0.00 %
Association Director of Community Development and Volunteerism	Responsible for the development and stewardship of new and existing community partners to support the aims and vision of the YMCA REACH Center. Manages various program an initiatives our the the REACH CENTER including food distribution and the relationship with the Wake Forest Baptist Health Mobile Unit.	32	0.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Stan Law	President and CEO	\$244,980.00	0.00 %
Darryl Head	Sr VP and COO	\$149,677.00	0.00 %
Donna Rodgers	Sr VP and CFO	\$157,762.00	0.00 %

D.6. Attach an organizational chart



Organizational Chart *Required

2020 Restructuring Org Charts.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	11	2	0	10	1	0
Professionals	14	4	1	39	4	4
Technicians	8	0	0	1	0	0
Office/Clerical	3	1	0	15	1	2
Laborers/Service Workers	4	0	0	7	3	0
Total Full-Time						

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	1.2	0.55	0	9.98	2.32	2.57
Laborers/Service Workers	24.47	12.09	3.83	61.39	15.5	9.31
Total Part-Time/Temp						

D.8.



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

2020 Association Board Roster.pdf

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

6

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

6

ABILITY (5 POINTS)

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

Upon the notification of the award the Y will immediately begin final preparations to start the renovation. The anticipated start date will be 60-90 days following the award notification with the project completed in the fourth quarter of 2021.

Phase 1 - Includes the relocation of the YMCA Wellness Facilities and the renovation to create three community classroom spaces. This phase will include roof repairs, HVAC replacement and various aesthetic improvements.

Phase 2 – Renovation of the existing youth locker rooms to create new unisex changing rooms. Transforming the current adult locker rooms into additional community classroom space.

Phase 3 – Second floor spaces such as the Group Exercise Studio and existing offices will be turned into office space for collaborating organizations and include elevator access.

Phase 4 - Consists of the creation of preschool classrooms and renovations to the community kitchen and welcome center

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

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

Youth referred by schools, churches and organizations
Adults (and their families) who are temporarily out of work,
Adults on fixed incomes, and Single parent families. The level of assistance depends on the extent of need and the cost of programs. No one is turned away from the Y due to an inability to pay. The Open Doors Program is possible through the generosity of donors to our Annual Giving Campaign. All money raised through our Annual Giving Campaign goes directly to provide assistance through our Open Doors Program. The YMCA also receives funding as a participating United Way Agency. With information on income and family size, we can award assistance in a fair and consistent manner. We use these procedures to ensure that everyone receives equal consideration.

In 2019, through Annual Giving Campaign support and grants, our Y provided over \$5 million in charitable assistance, scholarships, and subsidized and free programs

E. Cost Effectiveness

Case Id: 11168

Name: YMCA of Northwest North Carolina - REACH

Completed by j.lagesse@ymcanwnc.org on 11/20/2020 4:37 PM

Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$29,219,918.00	\$17,450,796.00	\$18,436,820.00
Fundraising	\$1,117,895.00	\$764,629.00	\$917,555.00
Management and General	\$4,018,244.00	\$4,019,846.00	\$4,100,243.00
Total Expenditures by Program	\$34,356,057.00	\$22,235,271.00	\$23,454,618.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$15,714,324.00	\$9,696,684.00	\$10,514,842.00
Employee Benefits	\$3,594,888.00	\$2,104,248.00	\$2,313,265.00
Facility Rent and Utilities	\$5,191,197.00	\$3,996,089.00	\$4,076,011.00
Training and Conference Registration	\$187,503.00	\$84,005.00	\$92,406.00
Membership and Dues	\$430,741.00	\$281,904.00	\$299,592.00
Travel and Transportation	\$381,016.00	\$179,156.00	\$182,739.00
Grants to Individuals and Organizations	\$44,000.00	\$30,250.00	\$29,500.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$43,720.00	\$26,334.00	\$9,500.00
Other Contracted Services	\$1,591,431.00	\$1,074,333.00	\$1,095,820.00
Other Operating Expenditures	\$4,175,225.00	\$2,816,474.00	\$2,840,591.00
Capital Outlay	\$3,002,012.00	\$1,945,794.00	\$2,000,352.00
Total Expenditures by Category	\$34,356,057.00	\$22,235,271.00	\$23,454,618.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$0.00	\$0.00	\$450,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$61,887.00	\$72,341.00	\$61,490.00
Federal Government	\$443,291.00	\$486,169.00	\$364,627.00
Admissions/Program Revenues/Sales	\$8,557,833.00	\$3,935,877.00	\$4,329,465.00

Memberships	\$20,729,330.00	\$12,240,527.00	\$13,761,978.00
Donations	\$3,448,432.00	\$2,905,278.00	\$2,469,486.00
Foundation Grants	\$605,892.00	\$259,912.00	\$156,754.00
Interest and Investment Income	\$8,284.00	\$7,089.00	\$5,284.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$401,108.00	\$304,082.00	\$334,490.00
Total Revenues by Category	\$34,256,057.00	\$20,211,275.00	\$21,933,574.00

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

Other operating expense includes program supplies, communication and marketing costs. Other revenue includes facility rental, vending and management fee income. Federal government revenue consists of funds from the Child and Adult Food Program to help with costs to feed children in afterschool and during summer programs, 21st Century Community Learning Center Federal Grant for afterschool and summer tutoring programs and funding from ICARES Grant to help during the COVID pandemic.

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	General Fund	\$66,000.00
2019	General Fund	\$66,000.00
2018	General Fund	\$66,000.00
2017	General Fund	\$66,000.00
2016	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
Renovation and repurposing of facilities for community use	\$450,000.00	\$350,000.00	YMCA Capital Campaign
	\$450,000.00	\$350,000.00	

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.

The Y will utilize funding from the City of Winston-Salem the repurpose existing facility space to support the ongoing programming at the YMCA REACH Center. Currently, the Y operates community health initiatives, youth development programs, and feeding programs out of the REACH Center and the proposed facility improvement will help to increase the sustainability of these initiatives.

The renovations will allow the REACH Center to expand and enhance its current Youth Development programs, including the addition of half-day pre-school and drop-in child care for infants and toddlers. Preschool and expanded childcare opportunities are vital to the success of adult programs such as the Y's Adult Literacy Program, which provides Adult Basic Education and English as a Second Language Instruction, career readiness/skills training offered through community partners (Goodwill, Urban League, Dress for Success), and entrepreneurial services for individuals

seeking a nontraditional employment path. Additionally, the Y will make the newly renovated space available to community partner to house their programs and services. One example of this effort is already underway. In 2019, at Mayor Allen Joiner's request, Partnership for Prosperity began occupying office space in the former Winston Lake Family YMCA Administrative wing on a \$1 per year lease.

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.

The REACH Center will function as a community resource center with various human service organizations operating out of the facility. Community use and administrative/office space will be made available to partner at little or no cost while they provide services to support the aims and vision of the REACH Center. Based on three years of community conversations, the Y has identified the following partnerships:

1) Economic Mobility: Support individuals who are seeking to obtain, retain or improve employment status.

- 1) City of Winston-Salem
- 2) Forsyth Technical Community College
- 3) United Way of Forsyth County
- 4) Goodwill Industries of Northwest North Carolina
- 5) Partnership for Prosperity

2) Youth Development: Provide social, emotional, and academic support for youth in East Winston.

- 1) Winston-Salem/Forsyth County Schools
- 2) Smart Start
- 3) Guiding Institute for Developmental Education
- 4) Latino Community Services
- 5) Winston Salem State University
- 6) Wake Forest University

3) Healthy Aging: Break the cycle of isolation and work to engage and enrich the lives of seniors in East Winston.

- 1) Senior Services
- 2) The Shepherd's Center

4) Community Health: Ensure the residents of East Winston have equitable access to health resources.

- 1) Maya Angelou Center for Health Equity
- 2) Wake Forest Baptist Health
- 3) Novant Health
- 4) Second Harvest Food Bank of Northwest North Carolina
- 5) Forsyth County Department of Public Health

5) Cultural Learning: The YMCA REACH Center will strive to address inequity and social injustice, working to bridge the gap between races.

- 1) Neighbors for Better Neighborhoods
- 2) Urban League

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.

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

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

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.

The YMCA of Northwest North Carolina, its Board of Directors and Executive Staff are committed to serving East Winston and will work to sustain operation at the YMCA REACH Center through the following philanthropic efforts and operational efficiencies.

As a part of our financial development strategic planning process, the Y conducted a Capital Campaign feasibility study to investigate the viability of the REACH Center project and its long-term sustainability. Over 30 stakeholder interviews were conducted as a part of the study and the feedback was positive. These stakeholders included local foundations, City and County officials, community partners and private individuals, with \$2.5 million in potential funding identified through this process. The Winston-Salem Foundation Capital Campaign Coordinating Committee gave the Y permission to begin a quiet Capital Campaign in 2019, and we are on the public campaign calendar for September 2021.

Planned capital improvements will make this 55,000 sq/ft facility more energy efficient and significantly reduce annual occupancy costs. New and existing programs will be sustained through sharing funds raised through our Annual Giving Campaign from across the Association. The Y will actively seek grant opportunities for program development and expansion, as well as operational support with local, regional and national foundations. Many of these conversations are already taking place.

In addition to programmatic and capital funding the Y will raise \$1.5 Million in endowment funds to help sustain the facility and its programs.

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.

If funding is secured we foresee no issues completing the project. However, as an organization that has served the City of Winston-Salem for 132 years, the Y recognizes that an updated facility and new programs does not mean that community members will come flocking to our doors. Barriers such as transportation, personal finances, and trust still inhibit residents from participating in programs. Currently the facility is not located on a bus route. The Y hopes to work with the city to change this in the future, but is committed to developing strategies to reduce the transportation barrier such as providing a shuttle service to and from the facility for residents. We will utilize our existing Open Doors Policy to provide financial assistance to individuals who are inhibited by program fees. Additionally, the Y will partner with other community based organizations to assist in supporting and advocating for the programs that will be offered in the REACH Center.

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

On March 16th, the YMCA of Northwest North Carolina voluntarily closed our facilities to help slow the spread of

COVID-19. Since that time, various executive orders issued by Governor Roy Cooper have forced the Y to remain closed and cancel programs until our reopening in September. While these executive orders limited our ability to open fully, we have been able to operate our pools, provide outdoor group exercise classes and run day and resident camp since late May, but the Y still had to lay off over 1800 employees and projects a \$15+ million loss in revenue for 2020. A portion of our losses include grant funding for programs that serve vulnerable populations. We have exercised prudent cost-saving measures including staff layoffs, salary reductions, massive organizational restructure, and deferred payments have significantly reduced our anticipated year-end deficit allowing the Y to remain viable and provide essential services. Our recent restructure has allowed the Y to place an Associate Executive Director at the REACH Center to assist in the development and stewardship of new and existing community partnerships.

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:	\$450,000.00
Number proposed to be served for the year:	5,500.00
Average City funds per beneficiary:	\$81.82
Proposed funds from all sources:	\$800,000.00
Number proposed to be served for the year:	5,500
Average total funds per beneficiary:	\$145.45

F. Required Documents

Completed by j.lagesse@ymcanwnc.org on 11/20/2020 3:30 PM

Case Id: 11168

Name: YMCA of Northwest North Carolina - REACH

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation



Code of Conduct/Conflict of Interest Policy *Required

Code of Conduct.pdf



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

2019 YMCA NWNC Form 990 - Final Public Disclosure (1).pdf



Organization By-Laws *Required

YMCANWNC 2014 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- November 2019.pdf



IRS 501(c)3 Designation Letter *Required

IRS501c3Letter YMCANWNC (2).pdf

Audited financial statements or a third-party review *Required

YMCA NWNC Fin Stmts.2019.final (1).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 - YMCANWNC.pdf

Other

HSO REACH Center Proposal.pdf

G. Income Based Projects/Services Only

Case Id: 11168

Name: YMCA of Northwest North Carolina - REACH

Address: *No Address Assigned

Completed by j.lagesse@ymcanwnc.org on 11/20/2020 1:26 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	2,000
31% to 50% of median	2,000
51% to 80% of median	1,500
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

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

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

The Y has conducted research over the past two years to change our membership fee structure to be more consistent with the median income of the communities we serve.

H. Construction/Rehab Only

Completed by j.lagesse@ymcanwnc.org on 11/20/2020 1:26 PM

Case Id: 11168

Name: YMCA of Northwest North Carolina - REACH

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 j.lagesse@ymcanwnc.org on 11/20/2020 1:26 PM

Case Id: 11168

Name: YMCA of Northwest North Carolina - REACH

Address: *No Address Assigned

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by j.lagesse@ymcanwnc.org on 11/20/2020 1:26 PM

Case Id: 11168

Name: YMCA of Northwest North Carolina - REACH

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

Rapid Rehousing Services

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

HMIS/Data Collection Budget

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

Submit

Completed by j.lagesse@ymcanwnc.org on 11/20/2020 4:38 PM

Case Id: 11168

Name: YMCA of Northwest North Carolina - REACH

Address: *No Address Assigned

Submit

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

Jason R. Lagesse

Electronically signed by j.lagesse@ymcanwnc.org on 11/20/2020 4:38 PM