

# A. Organization & Contact Information

**Case Id:** 14530  
**Name:** YMCA of Northwest North Carolina - 2022/23  
**Address:** \*No Address Assigned

Completed by j.lagesse@ymcanwnc.org on 11/19/2021 10:56 AM

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## A. Organization & Contact Information

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

### A.1. Organization Name

YMCA Of Northwest North Carolina

### A.2. Project/Program

Youth Incentive Program

### A.3. FY 2022-23 Funding Request Amount

\$100,000.00

### A.4. Agency's Total Operating Budget

\$28,185,426.00

### A.5. Mailing Address

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

### A.6. Project/Program Location Address

901 Water Works Road Winston-Salem, NC 27101

### A.7. Organization Website

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 R. Lagesse, Director of Grants and Evaluation

#### A.16. Email

j.lagesse@ymcanwnc.org

#### A.17. Phone

(336) 777-6260

### BOARD CHAIR

#### A.18. Name

J. Wesley Davis

#### A.19. Term Expiration

03/31/2022

#### A.20. Email

wesley.davis@alexbrown.com

#### A.21. Phone

(336) 734-1096

## B. Project Overview

Completed by [j.lagesse@ymcanwnc.org](mailto:j.lagesse@ymcanwnc.org) on 11/19/2021 11:01 AM

**Case Id:** 14530

**Name:** YMCA of Northwest North Carolina - 2022/23

**Address:** \*No Address Assigned

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### B. Project Overview

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Please provide the following information.

#### APPROACH (7 POINTS)

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

The YMCA of Northwest North Carolina Youth Incentive Program (YIP) is a year-round out-of-school time program for elementary and middle school students in East Winston. YIP, based out of the YMCA REACH Center (formerly the Winston Lake Family YMCA) provides academic support, character and leadership development, and physical activity programming that benefits at-risk youth and their families. The program engages parents and families in academic activities and provides healthy snacks and nutritional, well-balanced meals to ensure that youth in the community continue never go home hungry

#### School-Year Programming

During the school year the YIP operates out of the YMCA REACH Center and the community center at the LaDeara Crest Apartments, providing full-day and after school programming for students during out-of-school time hours. Students attending schools near the REACH Center are dropped off via school transportation and the Y provides transportation back to local communities such as LaDeara Crest and Rolling Hills Apartment Communities at the end of each day. Healthy meals and snacks will be provided each day via our partnerships with Winston-Salem/Forsyth County Schools and the Second Harvest Food Bank of Northwest North Carolina. The program will serve 75 youth, with an average daily attendance of 60.

#### Summer Camp:

Summer camp programming operates at the REACH Center and serves students from the LaDeara Crest and Rolling Hills apartment communities, and other neighborhoods such as Cleveland Avenue, Piedmont Circle and Townview Apartments. The anticipated number served is 75 unduplicated youth during the summer months for 10 weeks, up to 11 hours per day, for 5 days a week. Five weeks of the summer program will have an intensive academic focus designed to prevent summer learning loss in core subject areas. Direct academic interventions will be provided by Certified Teachers from local schools and the curriculum will be aligned with the North Carolina Common Core State Standards.

In 2022-2023, YIP will expand its program in the following ways:

- Increase focus on Social and Emotional Learning
- Include intentional interventions for students who have a high ACEs (Adverse Childhood Experiences) score as a result of poverty and other socioeconomic factors
- Provide intentional Academic Interventions targeting third grade reading and eighth grade math
- Provide programming for middle school youth.
- Provide a seamless transition between school year and summer programming

The goals of this program include:

- 1) Serving 75 students in the out-of-school time program (60 elementary school age, 15 middle school age, and 75

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during summer camp

- 2) Providing students with Academic support that improves outcomes in third grade reading and second grade math
- 3) Providing students with enrichment and character development opportunities that improve Social and Emotional Learning (SEL) competencies.
- 4) Engage parents and families in student activities.

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

The Y will provide after school and summer academic support and enrichment programs for students at LaDeara Crest Estates and neighborhood schools surrounding the YMCA REACH Center. The Y will serve 75 participants in the after school program during the school year and 75 participants over the summer. The school-year program will operate Monday through Fridays and will provide full-day (7:00AM-6:00PM) and/or after school (2:30PM - 6:00PM) care based upon the Winston-Salem/Forsyth County Schools operating schedule. During the summer, the program will run up to 11 hours each day, Monday through Friday for ten weeks. The typical daily schedule during the school year will consist of academic support, social and emotional learning, health and wellness activities and a variety of selectives. Tutoring is provided by certified teachers and Y staff in 1:10 tutor to student ratio. The enrichment, health and nutrition components will be led by counselors in a 1:15 ratio in both after school and summer components. Students are referred by school administrators, apartment complex staff, and parents and we work through various community organizations to expand access to the Youth Incentive Program. Transportation is provided by either Winston-Salem/Forsyth County Schools or the Y to program locations.

**B.3. Describe the unmet need that the proposed project/program seeks to address. Include data supporting the need.**

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

| School       | % Low-Income | % Black | % Hispanic | % Below Grade Level |
|--------------|--------------|---------|------------|---------------------|
| Ashley       | 100          | 57.6    | 39.2       | 87.3                |
| Ibraham      | 100          | 56.9    | 22.4       | 67.9                |
| Petree       | 100          | 65.3    | 27.2       | 83.1                |
| Hanes        | 38           | 26      | 19.8       | 29.2                |
| East Forsyth | 83.2         | 50.2    | 47.9       | 65.4                |
| Statewide    | 49.3         | 25      | 18.5       | 52.2                |

To note: While the overall student performance of Hanes Magnet Middle School is better, the achievement gap between white students and the Black and Hispanic peers is staggering. In 2020, 94% of white students at Hanes performed at or above grade level, only 37.7% of Black students and 49.5% of Hispanic students achieved the same level of success. This achievement gap is visible at many schools in the district and YIP's year-round programming provides students in East Winston with opportunities and resources to help close this gap.

The Y out-of-school time programs provide a safe, supportive and enriching environment for these students. Youth need a place to go when school is out where they can receive a nutritious snack and/or a meal, which the Y programs provide. Often, these targeted participants do not have academic or social support after school as family members are working to support their families or have other barriers, such as language, which provide challenges for parents to support students academically. Y programs provide academic support, character development, parent involvement, and enrichment

programming to meet the academic and social emotional needs of the students. In the fall of 2020, the Y conducted a survey of youth in after school programs, including YIP, in Forsyth County, measuring Social and Emotional Learning Competencies. From that survey we learned that 74% of elementary school students score low in Mastery Orientation: a young person's internal motivation to acquire knowledge and skills, which can help in learning from failure, increasing resilience, and performing academically, Similarly, the survey revealed that 62% of middle school students are lacking in the area of Positive Identity: an internal sense of self-worth and self efficacy that helps a young person feel empowered and develop resilience in the face of challenges.

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

\*\* All academic data is based on the most recent NC School Report Cards \*\*

### **COLLABORATION (6 POINTS)**

#### **B.4. 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 partnered with Winston-Salem/Forsyth County Schools for more than 35 years in participating in a Data Sharing Project that allows access to student academic and behavioral data for the purpose of monitoring outcome indicators. During the 2020/2021 school year, the Y operated five E-Learning Academies (ELAs) providing full daycare and virtual learning support to 346 students and their families. As students returned to the classroom in early 2021, the Y was selected to provide after school programming that included targeted academic interventions for students at three schools utilizing CARES Act funding.

In the summer of 2021, the Youth Incentive Program operated a Summer Learning Academy at the YMCA REACH Center that served 74 youth and was designed to help students transition back to the classroom. The curriculum for this program was designed and aligned with WS/FCS standards and implemented by certified teachers from WS/FCS. Additionally, the Y worked in collaboration with WS/FCS to provide before and after program care for students participating in the RISE summer program as a part of HB 82.

The Y and Liberty East Redevelopment(LER) have worked together to provide an after school program at the Ladeara Crest Apartments for over a decade. For this project, the Y will provide direct program support and leverage its experience providing intensive academic interventions in an after school setting. In addition, the Y will bring other financial resources to the table through a combination of local and federal grants and private donors.

LER will leverage its community network to assist in student, family and staff recruitment. Additionally, LER will utilize its intimate knowledge of community needs to identify and create additional engagement opportunities for program participants.

Through this collaborative proposal our organizations hope to not only provide much needed opportunities for the youth in East Winston but begin to address the socio-economic disparities experienced by residents in these communities.

## C. Strategy and Performance

Completed by [j.lagesse@ymcanwnc.org](mailto:j.lagesse@ymcanwnc.org) on 11/19/2021 12:17 PM

Case Id: 14530

Name: YMCA of Northwest North Carolina - 2022/23

Address: \*No Address Assigned

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### C. Strategy and Performance

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Please provide the following information.

#### STRATEGY (5 POINTS)

C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

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

Livable Neighborhoods

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

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

#### PERFORMANCE (15 POINTS)

C.3. 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.

Summary of Evaluations

1) Quarterly and Interim Grades

Data Collected: Formative data on student performance in core subject areas

Timing & Frequency: At Least Quarterly

Use of Data: Gauge the effectiveness of the tutoring programming and make necessary curriculum adjustments to meet student needs.

Results Shared with: Site Leads, Tutors, Parents

## 2) End of Grade Assessments

Data Collected: Summative assessment of student academic proficiency in core subject areas

Timing & Frequency: Annually

Use of Data: EOG data is used to identify potential participants and assess the long term effectiveness of the program

Results Shared: Publicly via NC DPI

## 3) Hello Insight SEL Tool

Data Collected: Student SEL assessment in the areas of Grit, Growth Mindset, Self-Efficacy, and Self-Management

Timing & Frequency: Twice Annually

Use of Data: Information from the pre-survey will be used to help choose curriculum components and focus on-going professional development opportunities. Post-survey results will show the effectiveness of SEL Programming

Results Shared: Site Lead, Program Coordinator, community partners

## 4) Parent Survey

Data Collected: Parent perceptions of the program and an assessment of needs.

Timing & Frequency: Quarterly

Use of Data: Help identify areas of interest and need in order to provide quality engagement opportunities assess program quality

Results Shared: Site Lead, Program Coordinator, community partners

## 5) Program Quality Assessment

Data Collected: Formative data regarding the implementation and quality of the program

Timing & Frequency: Twice annually, at least 4 months apart

Use of Data: Evaluate the quality of youth programs and identify staff training needs. It consists of a set of score-able standards for best practices in after school programs. It also helps measure the quality of youths' experiences and promotes the creation of environments.

Results Shared: Site Lead, Program Coordinator

### **C.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.**

The proposed evaluation for Youth Incentive Program is two-pronged, a formative evaluation will focus on implementation and process improvement, and a summative evaluation will focus on program impacts, ascertaining the degree to which project goals and outcomes are achieved, and follows an Objectives/Goal-Oriented evaluation approach (Fitzpatrick, Sanders, & Worthen, 2011). The evaluation will be led by the Y's Grant and Evaluation Manager. The proposed evaluation includes quantitative and qualitative methods and uses multiple measures and multiple data sources as a means of increasing the validity and accuracy of findings. Data sources will include monitoring evidence, qualitative data, and quantitative data.

The formative evaluation will be ongoing to provide process and diagnostic information for continuous improvement and for annual reporting. The summative evaluation will reflect a comprehensive synthesis of the findings related to outcomes, particularly student outcomes across all three years of the project's operation. This evaluation instrument for Youth Incentive Program will include surveys, observations, and other tools designed specifically to target the evaluation questions presented below. Data collection will begin in the fall of 2022 and continue until the end of the grant. The evaluation design includes both quantitative and qualitative methods, combined to produce a representation of the Youth Incentive Program activities and its impact. Moreover, the evaluation will make use of multiple measures and multiple data sources as a means of increasing the validity and accuracy of its findings. This plan will be reviewed and revised as needed throughout the evaluation of the Youth Incentive Program.

The evaluation goals, derived from the Youth Incentive Program' goals, that will guide the evaluation include the following evaluation questions:

1. To what extent has the Youth Incentive Program been implemented with fidelity.
2. To what extent have the goals and objectives of the Youth Incentive Program been met?
3. To what extent has Youth Incentive Program impacted student outcomes at target schools

Question 1 will examine the implementation of the Youth Incentive Program. These findings will be used for the formative component of the evaluation. Question 2 will allow the evaluation team to examine and describe how the objectives are being met as a result of the Youth Incentive Program implementation. These findings will be used for the summative component of the evaluation. Question 3 will allow the evaluation team to understand the impact of Youth Incentive Program on student academic and behavioral measures. These findings will be used for formative and summative components of the evaluation.

Evaluation data will be used to assess progress toward the outlined performance measures. If it appears the program's goals will be unable to be achieved, the evaluation process is designed to help program staff know what pivots to make in order to have the greatest positive impact on the needs the Youth Incentive Program has set out to solve.

**Attach participant/program data sample report**

 **Participant/Program Data Sample Report \*Required**

Group Report - Forsyth - AO - BYMOC 2021 - Spring - Hello Insight.pdf

**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 20-21 Previous Year Results  | FY 21-22 Current Year Projected Results  | FY 22-23 Next Year Anticipated Results   |
|---|---|---|--|--|
| Provide an academic support and character development program that provides out-of-school time care for students in East Winston. | Hire qualified staff to support program operations and provide a safe and supportive environment for children from Rolling Hills apartments, LaDeara Crest Estates, and surrounding | During the 4th quarter we closed out the 2020/2021 school year with 50 students participating in the after school portion of the program with a total of 79 served over the course of the school year. On | 1) Serve 75 students in the After School Program with an average daily attendance of 60<br>2) Serve 75 students in the Summer Program with an average daily attendance of 60 | 1) Serve 75 students in the After School Program with an average daily attendance of 60<br>2) Serve 75 students in the Summer Program with an average daily attendance of 60 |



|  |  |   |  |  |
|--|--|---|--|--|
|  | communities.   | June 14, the Summer program began and 74 students are enrolled with an average daily attendance of 50.  |  |  |
| Improve student academic outcomes  | 1) Utilize an academic curriculum that is aligned with the North Carolina Common Core State Standards.<br>2) Hire Certified teachers to provide tutoring and homework support.   | Year over year, overall Student Academic Self-Efficacy has improved by 7%.  | 1) After School Student Academic Self Efficacy will improve by 15%<br>2) Summer 70% of students who complete the program will maintain or improve Math performance during the summer.<br>3) 70% of students who complete the program will maintain or improve Reading performance during the summer. | 1) After School Student Academic Self Efficacy will improve by 15%<br>2) Summer 70% of students who complete the program will maintain or improve Math performance during the summer.<br>3) 70% of students who complete the program will maintain or improve Reading performance during the summer. |
| Improve Student Social and Emotional competencies: Positive Identity, Self Management, Contribution, Social Skills, Social Capital | 1) Program staff serve as role models for students and set an example of positive social interactions.<br>2) Staff interact with youth in a positive, uplifting and engaging manner.<br>3) Utilize a a curriculum the complements WS/FCS SEL focuses | In the first quarter we were able to conduct a pre survey with students and when comparing our youth development programs year over year, the number of elementary school students considered emerging has risen from 60% to 78%. We attribute these outcomes to the social isolation caused by COVID-19 social distancing guidelines and the limiting of in person instruction and group interactions. | 15% of students will move from Emerging to Advanced in Social and Emotional Learning Competencies.   | 15% of students will move from Emerging to Advanced in Social and Emotional Learning Competencies.   |
| Engage parents and   | 1) Hold informational  | Y staff is taking a   | 70% of students have   |  |



|                                |   |   |  |  |
|--------------------------------|---|---|--|--|
| families in student activities | <p>sessions regarding program activities</p> <p>2) Provide resource workshops on topics that include Financial Literacy and Healthy Eating.</p> <p>3) Create ways for parents to interact with the program from home.</p> | <p>more individualized approach to parent/family engagement. Counselors and site leads reach out to parents to help address student academic performance and work closely with families to ensure students are completing their coursework and providing the necessary resources to ensure student success. We are utilizing traditional communications methods (Phone, Email, Rides in/out) to keep in general contact with families. YIP use the “Remind App” to send out newsletters and other group communications.</p> | <p>an adult representative attend at least 3 engagement opportunities.</p> |  |
|--------------------------------|---|---|--|--|

|   | Total Unduplicated Number Served | Total Number Served |
|---|----------------------------------|---------------------|
| FY 20-21 Previous Year Results          | 124                              | 153                 |
| FY 21-22 Current Year Projected Results | 100                              | 150                 |
| FY 22-23 Next Year Anticipated Results  | 100                              | 150                 |

**C.6. FY 20-21 Program Accomplishments**

The Youth Incentive Program provided an E-Learning Academy to support students and families participating in remote learning during the 2020-2021 school year serving 79 youth over the course of the school year students. During the summer of 2021, YIP provided a ten week summer program serving 74 youth and providing Social, Emotional, and Academic support to students, helping them to feel more prepared and confident as they entered the school year.

Program staff have coordinated with Winston-Salem/Forsyth County Schools administrators and are working to improve student sense of belonging and Academic Self-Efficacy. During the week students participate in “Community Centers”, conversations facilitated by youth development staff that sometimes have a central theme and other times serve as an opportunity for students to talk about what is going on in their world. These conversations help students become more connected to the staff, their peers, and the program. Additionally, Y staff are intentional about how they engage students around academics and the online learning process. By always being positive and encouraging, Y staff help students feel more confident in their ability to learn.

Over the course of the school year, the Y has communicated closely with individual schools and teachers to help guide the program and provide daily student support. The Program Director and Site Coordinators had regular conversations with teachers and Guidance Counselors regarding student performance.

The program sought to improve student social and emotional competencies. Utilizing the Hello Insight SEL Survey Tool, students were divided into two categories: Emerging and Advanced. A student is considered to be emerging if their score is below the 50th percentile compared to a national sample and considered to be advanced if their score is at or above the 50th percentile.

In the first quarter we were able to conduct a pre survey with students and when comparing our youth development programs year over year, the number of elementary school students considered emerging has risen from 60% to 78%. We attribute these outcomes to the social isolation caused by COVID-19 social distancing guidelines and the limiting of in person instruction and group interactions. We saw similar trends in the following areas:

- Social Skills: a student’s ability to get along with others
- Emerging students increased from 49% to 69%
- Academic Self-Efficacy: a student's belief in their own ability to do well in school now and as they get older.
- Emerging students increased from 31% to 38%

Social distancing has limited our ability to engage parents and families, as we have in similar programs in the past. As a result, Y staff took a more individualized approach to parent/family engagement. Counselors and site leads communicated with parents to help address student academic performance and work closely with families to ensure students are completing their coursework and providing the necessary resources to ensure student success. We utilized traditional communications methods (Phone, Email, Rides in/out) to keep in general contact with families.

### **C.7. FY 22-23 Key Objectives**

In the 2022-2023 fiscal year the Y’s objectives for YIP include:

The continued expansion of academic support services that assist students in achieving school success

Grow the program’s capacity by

Expanding the serve Middle school students during the school year

Increasing the number of students served from 60 to 75

Implementing interventions for Adverse Childhood Experiences (ACEs) .

Offering programming during school breaks and holidays.

Increasing our focus on Anti-Hunger initiatives such as expanded meal service and weekend meal packs.

Improving student Social and Emotional Competencies in the areas of Sense of Belonging and Academic Self Efficacy.

### **Attach participant/program data sample report**

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## Documentation

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 **Participant/Program Data Sample Report**

Group Report - Forsyth - AO - BYMOC 2021 - Spring - Hello Insight.pdf

## D. Organizational Capacity

Completed by [j.lagesse@ymcanwnc.org](mailto:j.lagesse@ymcanwnc.org) on 11/19/2021 1:25 PM

Case Id: 14530

Name: YMCA of Northwest North Carolina - 2022/23

Address: \*No Address Assigned

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### D. Organizational Capacity

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Please provide the following information.

#### MISSION (5 POINTS)

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

Since 1888, the YMCA of Northwest North Carolina (Y) has consistently lived its mission of “Helping all people reach their God-given potential in spirit, mind, and body.” The Y 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 proposed Winston Lake Family YMCA afterschool and summer camp enrichment programs (YIP) align with the Y’s mission and strategic plan “Moving Our Mission Forward,” supporting youth development, healthy living and social responsibility. The Y will execute a holistic approach to personal growth in our youth-serving programs to demonstrate improvement in life skills and academic proficiency. This will be accomplished by increasing access for youth so they can take advantage of Y out-of-school programming, developing and expanding programs that provide a foundation for educational preparedness and achievement for children and supporting the innovation of new and existing program models focused on strengthening families. The Winston Lake Family YMCA works to address the achievement gap by providing free after school tutorial-based programming to underserved families in our community. Snacks and dinner are provided to all after school program participants. Summer campers are all served snacks, breakfast, lunch and dinner for the ten-week program. The Summer Learning Academy helps students retain what they learned from the previous academic year and feel more confident going into the next. Low and no-cost summer camp programs provide a safe place for youth. Character education helps students in their relationships with peers and community members as well as in academic settings. Programs help youth understand who they are and what they can achieve. Through these programs children feel connected to each other and their community.

#### FUNCTION (5 POINTS)

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

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

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

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

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

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

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

**STRUCTURE (5 POINTS)**

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

| Position Title                           | Activities/Inputs   | Total Work Hours Per Week | % of hours proposed to be funded |
|--|---|---------------------------|----------------------------------|
| After school/Summer Program Director (1) | Create monthly After school academic and enrichment curriculum. Prepare rosters for After school and summer camp.<br>Conduct weekly/monthly meetings and trainings with program staff. Administer site visits to insure program | 18                        | 0.00 %                           |

|                                    |  |    |          |
|------------------------------------|--|----|----------|
|                                    | quality.   |    |          |
| After school site supervisor       | Maintain daily attendance and data on students. Communicate with parents. Insure all supplies are in hand for both the academic and enrichment activities. Oversees the daily operation of the program.  | 20 | 100.00 % |
| After school counselors (4)        | Provide homework help, enrichment, STEM and physical activities.   | 18 | 100.00 % |
| After school certified teacher (2) | Provide math and reading tutoring. Assist in weekly homework help, enrichment, STEM and physical activities along with counselors.   | 5  | 0.00 %   |
| Summer Camp Supervisors (2)        | Manages site and provides program oversight, monitoring and lunch/snack/dinner prep. Maintains daily attendance and data on all students. Communicates with all staff and parents. Insures program supplies are available for activities   | 28 | 100.00 % |
| Summer Camp Certified Teachers (6) | Insures the Summer Learning Academy (SLA) students' improve or maintain their reading and math levels over the summer. Prepares math, reading and enrichment curriculum for all students. Insures curriculum delivery and follows students' progress. The SLA will run for 6 weeks over the summer and there will also be an additional three weeks of summer camp care. | 12 | 50.00 %  |
| Summer Camp Counselors (8)         | Implements the certified teachers' plans for enrichment activities that align with the curriculum being taught.  | 28 | 100.00 % |
| Bus Driver                         | Provide daily student transportation.  | 20 | 100.00 % |

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

| Executive Staff Name | Title/Role        | Compensation | % of Hours Proposed to be Funded |
|----------------------|-------------------|--------------|----------------------------------|
| Stan Law             | President and CEO | \$272,200.00 | 0.00 %                           |
| Darryl Head          | Sr. VP and COO    | \$166,308.00 | 0.00 %                           |
| Donna Rodgers        | Sr. VP and CFO    | \$175,291.00 | 0.00 %                           |
| Joe Peele            | VP of Operations  | \$94,445.00  | 0.00 %                           |

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

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. Best practices for accessing a diverse hiring process and candidate pool include:**

- 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, as well as the employee's appropriate race/ethnicity and gender identity.

|                          | Male - White | Male - Black | Male - Other | Female - White | Female - Black | Female - Other |
|--------------------------|--------------|--------------|--------------|----------------|----------------|----------------|
| Executives/Managers      | 10           | 2            | 0            | 13             | 0              | 0              |
| Professionals            | 15           | 4            | 1            | 32             | 7              | 3              |
| Technicians              | 9            | 0            | 0            | 1              | 0              | 0              |
| Office/Clerical          | 2            | 1            | 0            | 17             | 2              | 2              |
| Laborers/Service Workers | 10           | 0            | 0            | 10             | 1              | 0              |
| Total Full-Time          |              |              |              |                |                |                |

Please enter the total number of **Temporary/Part-Time** Positions (FTE) and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

|                          | Male - White | Male - Black | Male - Other | Female - White | Female - Black | Female - Other |
|--------------------------|--------------|--------------|--------------|----------------|----------------|----------------|
| Executives/Managers      |              |              |              |                |                |                |
| Professionals            |              |              |              |                |                |                |
| Technicians              |              |              |              |                |                |                |
| Office/Clerical          | 3.95         | 0.74         | 0.76         | 12.26          | 2.39           | 2.8            |
| Laborers/Service Workers | 32.3         | 14.52        | 7.19         | 77.36          | 19.42          | 13.3           |
| Total Part-Time/Temp     |              |              |              |                |                |                |

D.8.





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

2021-2022 Association Board Roster.docx.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. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.**

**\*\*The Youth Incentive Program is currently operating. This is an application for continuing funding\*\***

The Y will provide afterschool and summer academic/enrichment programs for students from LaDeara Crest Estates, the Rolling Hills apartment complex, and other surrounding neighborhoods. The anticipated number of participants to be served across the after school program site locations is 75 and it is anticipated that 90 participants will be served over the summer across all sites. Hours of operation for after school will be between 2:30-6:00PM Monday through Friday during the school year. During the summer, the program will run from 7:00AM – 6:00PM Monday through Friday for 10 weeks. A typical after school daily schedule will consist of tutoring, homework support, a healthy snack, enrichment activities, physical activity and wellness programming, and dinner. Tutors and qualified volunteers, with the support of staff counselors, provide tutoring and homework support. The enrichment, health and nutrition components will be led by counselors in a 1:15 ratio in both after school and summer components. Enrichment components include literacy, STEM, and arts activities, as well as character education. Five weeks of the summer program will be converted to a Summer Learning Academy (SLA). SLAs are designed to prevent summer learning loss in core subject areas by providing students with direct academic interventions provided by Certified Teachers. The curriculum for the SLA is aligned with the North Carolina Common Core State Standards. Programming supports the increase in developmental assets, as supported by the Search Institute. Students are referred by the schools, by apartment complex staff, and by parents.

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

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

**D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?**

The Y is known to the community at-large as a "Gym and Swim," with over 80% of our annual revenue has been tied to traditional, facility-based membership and programs. COVID-19 forced the Y to close our doors and cancel programs for over 6 months, compelling us to re-evaluate how we serve the community.

To survive, we learned the power of the pivot, quickly reallocating our workforce, facilities and resources to meet growing community needs around food access, education, and community health.

Despite this adversity, the Y's leadership saw an opportunity to fundamentally change our organization, making it more resilient and sustainable against future COVID-like events. This "Reinvention of our Y" consisted of a comprehensive organizational and departmental restructure focused on centralizing three core product areas: Member Experience, Wellness Experience, and Youth Development experience. As a part of this process, Experience Area leadership began to reimagine how we deliver services to the community with the goal of diversifying revenue streams.

in 2020 and 2021, after initial COVID shut downs, the Y was able to operate the Youth Incentive Program at the YMCA REACH Center. From June, 29, 2020 through August 23, 2021, YIP provided families with full day (7:00am - 6:00pm) programming, five days a week. During this time the program provided academic and remote learning support, helping families navigate virtual learning during the 2020/2021 school year and helped to prepare student for their return to the classroom in the fall of 2021

As a result, the Y has the experience and established best practices, as a result on our work to help us mitigate potential service interruptions and continue to provide services.

**D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?**

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

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

## E. Cost Effectiveness

Case Id: 14530

Name: YMCA of Northwest North Carolina - 2022/23

Completed by j.lagesse@ymcanwnc.org on 11/19/2021 3:27 PM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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Please provide the following information.

#### BUDGET AND FUNDING (10 POINTS)

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

| Expenditures by Program              | Budgeted FY 21-22      | Projected Actuals FY 21-22 | Proposed Budget FY 22-23 |
|--------------------------------------|------------------------|----------------------------|--------------------------|
| Program Services                     | \$19,623,568.00        | \$21,103,492.00            | \$24,497,428.00          |
| Fundraising                          | \$957,247.00           | \$604,192.00               | \$774,562.00             |
| Management and General               | \$3,350,365.00         | \$2,138,775.00             | \$3,003,226.00           |
| <b>Total Expenditures by Program</b> | <b>\$23,931,180.00</b> | <b>\$23,846,459.00</b>     | <b>\$28,275,216.00</b>   |

| Expenditures by Category                | Budgeted FY 21-22      | Projected Actuals FY 21-22 | Proposed Budget FY 22-23 |
|---|------------------------|----------------------------|--------------------------|
| Employee Salaries and Wages             | \$10,861,433.00        | \$10,943,525.00            | \$13,257,776.00          |
| Employee Benefits                       | \$2,092,802.00         | \$2,058,656.00             | \$2,946,735.00           |
| Facility Rent and Utilities             | \$3,720,051.00         | \$3,576,324.00             | \$4,090,087.00           |
| Training and Conference Registration    | \$100,377.00           | \$89,803.00                | \$137,795.00             |
| Membership and Dues                     | \$251,920.00           | \$252,313.00               | \$324,076.00             |
| Travel and Transportation               | \$219,781.00           | \$237,632.00               | \$291,744.00             |
| Grants to Individuals and Organizations | \$29,750.00            | \$29,750.00                | \$40,000.00              |
| Contracted Fundraising Services         | \$0.00                 | \$0.00                     | \$0.00                   |
| Goods Purchased for Resale              | \$23,174.00            | \$35,209.00                | \$17,735.00              |
| Other Contracted Services               | \$1,222,415.00         | \$1,242,257.00             | \$1,361,377.00           |
| Other Operating Expenditures            | \$2,828,158.00         | \$2,792,673.00             | \$3,479,211.00           |
| Capital Outlay                          | \$2,581,319.00         | \$2,588,317.00             | \$2,328,680.00           |
| <b>Total Expenditures by Category</b>   | <b>\$23,931,180.00</b> | <b>\$23,846,459.00</b>     | <b>\$28,275,216.00</b>   |

| Revenues by Category              | Budgeted FY 21-22 | Projected Actuals FY 21-22 | Proposed Budget FY 22-23 |
|-----------------------------------|-------------------|----------------------------|--------------------------|
| City of Winston-Salem             | \$66,000.00       | \$66,000.00                | \$100,000.00             |
| Forsyth County                    | \$0.00            | \$0.00                     | \$0.00                   |
| State of North Carolina           | \$62,506.00       | \$60,744.00                | \$50,537.00              |
| Federal Government                | \$2,919,059.00    | \$2,527,363.00             | \$2,825,124.00           |
| Admissions/Program Revenues/Sales | \$5,243,377.00    | \$5,743,293.00             | \$7,030,179.00           |

|                                   |                        |                        |                        |
|-----------------------------------|------------------------|------------------------|------------------------|
| Memberships                       | \$12,192,034.00        | \$12,067,328.00        | \$14,945,671.00        |
| Donations                         | \$2,694,872.00         | \$2,602,021.00         | \$2,628,128.00         |
| Foundation Grants                 | \$303,401.00           | \$327,688.00           | \$277,020.00           |
| Interest and Investment Income    | \$96,183.00            | \$97,545.00            | \$91,790.00            |
| Parent Organization               | \$0.00                 | \$0.00                 | \$0.00                 |
| Other                             | \$353,748.00           | \$354,477.00           | \$326,767.00           |
| <b>Total Revenues by Category</b> | <b>\$23,931,180.00</b> | <b>\$23,846,459.00</b> | <b>\$28,275,216.00</b> |

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

Other operating expense includes program supplies, communication and marketing costs. Other revenue includes facility rental, vending and management fee income. Federal government revenue consists of funds from the Child and Adult 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. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.**

| Activity          | Funding Requested from City | Funds from Other Sources | Other Funds Source                    |
|-------------------|-----------------------------|--------------------------|---------------------------------------|
| Salaries/Benefits | \$80,000.00                 | \$24,000.00              | Grant Funding                         |
| Program Supplies  | \$20,000.00                 | \$63,400.00              | YMCA Annual Impact Fund/Grant Funding |
| Transportation    | \$0.00                      | \$5,000.00               | YMCA Annual Impact FUnd               |
|                   | \$100,000.00                | \$92,400.00              |                                       |

**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.**

Salaries/Benefits - City resources help to cover the cost for Site Leads, Counselors, Certified Teachers and Guidance Counselors to provide academic tutoring, homework help and enrichment activities for up to 75 students during the after school hours for five days a week for 42 weeks per year until 6pm. It also helps to cover support positions for up to 75 students during the summer hours, five days a week for 10 weeks. Positions include site leads, counselors and certified teachers during the summer from 7am - 6pm.

Program Supplies - City resources help to cover the cost for curriculum and enrichment supplies to support the After School Academies and Summer Enrichment Academies.

**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.**

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

The Y has partnered with Winston-Salem/Forsyth County Schools for more than 35 years in participating in a Data Sharing Project that allows access to student academic and behavioral data for the purpose of monitoring outcome indicators. The Y is working closely with the school system to assist in identifying potential program participants and staff members.

Students from Winston-Salem State University and Wake Forest University provide tutoring assistance and mentorship to students assisting with our goals around academic support.

**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.**

The 2022/2023 application is different from the 2021/2022 application in the following ways:

- 1) The addition of over 60 days of care by providing out-of-school day programs and adding Fridays.
- 2) Providing a middle school program during the school year and summer
- 3) Providing support for students and families around Adverse Childhood Experiences (ACEs) with guidance counselors from WS/FCS.

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

**SUSTAINABILITY (7 POINTS)**

**E.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 Y will continue to seek support through the United Way of Forsyth County, the Y's Annual Impact Fund and additional governmental, foundation, and corporate grants. The other leveraged funding comes from the Y Annual Giving Campaign and is allocated to programs on an annual basis based on needs. Funds from the Annual Giving Campaign for this program are firm for this next funding cycle. The Y is consistently making efforts to diversify funding for this program and in 2022/2023 we have already seen an increase of over \$30,000 additional funding through other philanthropic efforts.

**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.**

Over the past year, the Y has pivoted and adapted our youth programs to continue to serve students through the pandemic. COVID-19 still plays a major role in the Y's planning and we will continue to work with and through our partners, such as Winston-Salem/Forsyth County Schools, to mitigate the barriers imposed by the pandemic.

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

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

Like many organizations, the Y is experiencing staffing and hiring deficiencies in all departments.

The Youth Incentive Program is currently staffed and serving youth. Staffing issues will affect the the program as we work to identify and hire tutors. Typically the Y will utilize certified teachers to provide academic interventions, however increased teacher workload has made recruitment more difficult. To mitigate this barrier, the Y is engaging students, classified school system staff, retired educators, and other qualified individuals to tutor students.

**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: | \$100,000 |
| Number proposed to be served for the year:     | 150       |
| Average City funds per beneficiary:            | 667       |
| Proposed funds from all sources:               | 192400    |
| Number proposed to be served for the year:     | 150       |
| Average total funds per beneficiary:           | 1282      |

## F. Required Documents

Completed by j.lagesse@ymcanwnc.org on 11/19/2021 12:18 PM

Case Id: 14530

Name: YMCA of Northwest North Carolina - 2022/23

Address: \*No Address Assigned

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## F. Required Documents

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Please provide the following information.

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### Documentation

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**Code of Conduct/Conflict of Interest Policy \*Required**

Code of Conduct.pdf

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

2020 YMCA NWNC Form 990 - Public Disclosure.pdf

**Organization By-Laws \*Required**

YMCA NWNC Bylaws.pdf

**Articles of Incorporation \*Required**

YMCA NWNC Articles of Incorporation.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.pdf

**Audited Financial statements or third-party review from 2019 and 2020. \*Required**

YMCA NWNC Fin Stmt 2020.final.pdf

Printed By: Rene Williams on 2/3/2022



2019 YMCA NWNC Form 990 - Final Public Disclosure.pdf

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

**\*Required**

NC Solicitation License Exemption.pdf

**Participant/Program Data Sample Report \*Required**

Group Report - Forsyth - AO - BYMOC 2021 - Spring - Hello Insight.pdf

**Other**

*\*\*No files uploaded*

## G. Income Based Projects/Services Only

Case Id: 14530

Name: YMCA of Northwest North Carolina - 2022/23

Address: \*No Address Assigned

Completed by j.lagesse@ymcanwnc.org on 11/19/2021 1:13 PM

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### G. Income Based Projects/Services Only

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

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

**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 j.lagesse@ymcanwnc.org on 11/19/2021 1:15 PM

Case Id: 14530

Name: YMCA of Northwest North Carolina - 2022/23

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.\*\*  
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

**H.1. Describe the proposed project and provide 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.**

**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 | Govt Funding |
|--------------|---------|-----------------|-----------|--------------|
|--------------|---------|-----------------|-----------|--------------|

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### Documentation

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

We are not applying for this type of funding.pdf

**Participant/program data sample report \*Required**

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

# I. Emergency Shelter Only

Completed by j.lagesse@ymcanwnc.org on 11/19/2021 1:15 PM

Case Id: 14530

Name: YMCA of Northwest North Carolina - 2022/23

Address: \*No Address Assigned

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## I. Emergency Shelter Only

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

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

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

### Emergency Shelter: Essential Services

| Activity  | Total Budget (\$) |
|---|-------------------|
| Case Management   | \$0.00            |
| Child Care  | \$0.00            |
| Education Services  | \$0.00            |
| Employment Assistance                                     | \$0.00            |
| Job Training  | \$0.00            |
| Outpatient Health Services                                | \$0.00            |
| Transportation  | \$0.00            |
| Legal Services  | \$0.00            |
| Services to Special Population                            | \$0.00            |
| Overhead Costs (limited to 15% of total activity request) | \$0.00            |
|   | \$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 11/19/2021 1:15 PM

Case Id: 14530

Name: YMCA of Northwest North Carolina - 2022/23

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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

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

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

#### Rapid Rehousing Financial Assistance

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

#### Rapid Rehousing Services

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

#### HMIS/Data Collection Budget

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

## K. HOPWA

*Completed by j.lagesse@ymcanwnc.org on 11/19/2021 1:15 PM*

**Case Id:** 14530

**Name:** YMCA of Northwest North Carolina - 2022/23

**Address:** \*No Address Assigned

---

## K. HOPWA

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Please provide the following information.

**Are requesting funds for a HOPWA project?**



## Submit

*Completed by j.lagesse@ymcanwnc.org on 11/19/2021 3:27 PM*

**Case Id:** 14530

**Name:** YMCA of Northwest North Carolina - 2022/23

**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.

Jaron R. Lagesse

*Electronically signed by j.lagesse@ymcanwnc.org on 11/19/2021 3:27 PM*

# IDIS Setup

No data saved

**Case Id:** 14530

**Name:** YMCA of Northwest North Carolina - 2022/23

**Address:** \*No Address Assigned

---

## IDIS Setup

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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**