

Program Overview

Completed by gpuckett@ccrr.org on 4/25/2022 1:51 PM

Case Id: 15242

Name: Jackson, Katura - 2022

Address: *No Address Assigned

Program Overview

Please provide the following information.



City of Winston-Salem
ARPA Transformational
Non-Profits Application

City of Winston-Salem
P.O. Box 2511
Winston-Salem, NC 27102
336-727-8000
ARPA@cityofws.org

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. [Click here](#) to view the scoring matrix. Scored applications will be reviewed by the City's Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.

Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (<https://www.cityofws.org/2809/Performance-Measures-Video>) for general information on performance measures.

Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City's YouTube page. The link for that meeting will be posted the morning of the meeting to the website: www.cityofws.org/clfrf

Contact Information

For any questions or concerns, please email ARPA@cityofws.org or call City Link at 336-727-8000.

A.Contact Information

Completed by gpuckett@ccrr.org on 4/25/2022 3:25 PM

Case Id: 15242

Name: Jackson, Katura - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

Work Family Resource Center dba Child Care Resource Center

A.2. Mailing Address

500 W. Fourth Street, Suite 202 Winston Salem, NC 27101

A.3. Organization Website

www.childcareresourcecenter.org

A.4. Year 501 (c)(3) Status Obtained

1,991

A.5. Organization/Agency Fiscal Year

630

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?

Yes

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name

Katura

A10. Last Name

Jackson

A11. Title

Executive Director

A12. E-mail

kjackson@childcareresourcecenter.org

A13. Phone Number

(336) 245-4900

BOARD CHAIR

A14. First Name

Phyllis

A15. Last Name

D'Agostino

A16. E-Mail

familycaredoula@gmail.com

A17. Phone Number

(336) 391-0129

A18. Term Expiration Date

06/30/2022

B. General Project Information

Completed by gpuckett@ccrr.org on 4/25/2022 3:23 PM

Case Id: 15242

Name: Jackson, Katura - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

Play and Learn Groups - Family Friend and Neighbor
Caregivers

B.2. Project Location/Address

500 W. 4th Street Suite 202 Winston-Salem, NC 27101

PROJECT CONTACT/MANAGER

B3. First Name

Gena

B4. Last Name

Puckett

B5. Title

Program Director

B6. E-Mail

gpuckett@childcareresourcecenter.org

B7. Phone Number

(336) 245-4900

C. General Project Narrative

Completed by gpuckett@ccrr.org on 4/25/2022 3:27 PM

Case Id: 15242

Name: Jackson, Katura - 2022

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C. General Project Narrative

Please provide the following information.

C.1. Provide description of project and how funds will be used

In the Family, Friend, and Neighbor Care in Forsyth County Report commissioned in 2018 by the Kate B. Reynolds Charitable Trust, shows that of Forsyth County's 17,437 young children, under age 5 years, whose parent(s) are in the labor force, only 34% (5,900) are in licensed child care programs. The majority (11,500) of young children of working parents are cared for by relatives, close family friends or neighbors. During the pandemic, the number of children being cared for by parents, relatives or neighbors increased due to the limited number of child care spaces available in our community and the number of families leaving the workforce. Parents have been choosing this form of child care for much of our history for a variety of reasons. This type of care has more recently become known as Family, Friend and Neighbor (FFN) Care. Though families across all racial, ethnic and socioeconomic groups use FFN Care, there is a higher prevalence of FFN Care use among families of color, immigrant and refugee families, families with low incomes and families of children with special needs.

While our community has supported licensed childcare with professional development, coaching/technical assistance activities and child care subsidies that help parents pay for child care, these supports have not been available to FFN caregivers. Among the formal early care and education field, FFN caregivers are often viewed as low quality, less stable and less likely to meet the developmental needs of young children. However, many of these biases are the result of a few studies using assessment tools designed for formal child care settings which are not suited to measuring quality in FFN care which more closely resembles family structure.

Many Forsyth County families choose FFN care because they trust the caregiver, they feel that the caregiver will keep their child safe and will provide care that is in keeping with their family values. This project seeks to honor families' choice by supporting FFN caregivers in their work to nurture and enhance the development of young children in their care.

CCRC will provide play and learn groups using Kindermusik and Kaleidoscope curricula for low resource families living in Winston-Salem. CCRC has two trained facilitators, one is fully funded through a grant from the Kate B. Reynolds Charitable (KBR) Trust through June of 2023. The KBR funds support a pilot project and funds are limited to specific neighborhoods in Winston-Salem. CCRC is seeking funds to expand the program to any resident of Winston Salem, with a particular focus on low resource parents whose young children are not enrolled in a formal child care program. The City's ARPA funds will cover the cost of a trained facilitator and materials for in person and virtual classes. The facilitator will lead the sessions of caregivers/parents and children through developmentally appropriate activities designed to enhance children's early literacy skills, social-emotional development and physical development. Many of these activities can be replicated at home to further support this development. CCRC will use 2-hour play and learn groups to engage FFN caregivers and the children in their care. The play and learn groups will utilize the evidence-informed Kindermusik and Kaleidoscope programs. FFN caregivers/parents and the 0-5-year-old children they care for will have the opportunity to participate in two play and learn sessions each week. One of the sessions will use the Kindermusik program and the other session will use the Kaleidoscope program.

Kindermusik is a music and movement curricula that develops essential listening, early literacy and social-emotional skills students need to succeed in school. It is designed for children 0-7 years of age. The Kindermusik trained facilitator will lead the children and caregivers through music and movement activities that can be repeated at throughout the week in the caregiver's home. Additionally, the caregiver will learn how the various activities support and enhance children's development and build skills needed by successful students. Materials will be provided to the FFN caregiver/parent so that she has the tools she needs to replicate these activities and help the children reinforce their learning through repetition.

Kaleidoscope is a play and learn curricula which is evidence-informed and provides weekly facilitated play groups for children and their FFN caregivers/parents. At each play and learn session, the trained facilitator plans and sets up fun culturally and developmentally appropriate play activities for the children and their caregivers to participate in together. Through facilitator guidance and modeling, conversation, peer learning, and hands-on experience, caregivers learn what they can do at home to support children's learning and healthy development.

Research has shown that there is a need in our community to provide opportunities to increase the knowledge and capability of all child caregivers and parents to support children's early learning and readiness for school. Data and evaluation show that play and learn groups are an effective strategy to engage FFN caregivers/parents by increase their ability to support early learning of the children they care for or their own children.

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

Participants will have the opportunity to access the services either virtually through Zoom Classes/Facebook Livestreams (Videos) or at in person learning activities around the community. CCRC will host one time learning events with the hope of building longer relationships with parents/child caregivers. CCRC will also offer 6 week sessions that will foster parent/child caregiver interactions and learning opportunities that will benefit the children in our community.

Currently, in Forsyth County many families choose FFN care for their young children yet there are very few options available for FFN caregivers to learn about how to enhance the development of the young children they care for. Children in FFN care may receive loving attention and responsive care from their caregiver but they may not have opportunities for social engagement with other children or opportunities to take part in developmentally appropriate early learning activities.

Play and learn groups using evidence-informed approaches offer a promising model to reach FFN caregivers/parents as they provide an opportunity for the caregivers/parents and children to engage in fun activities in an undemanding setting. With a well-trained, consistent facilitator orchestrating the play and learn, FFN caregivers will have the opportunity to see developmentally appropriate activities modeled by the facilitator as well as appropriate strategies for managing young children's behavior. Young children will have the opportunity to engage in fun, early learning activities and to build social connections with children other than those in their caregiver's home.

CCRC will use participant Surveys and pre-and post-questionnaires will be used to assess participation in the play and learn groups, changes in knowledge of developmentally appropriate learning activities and in use of these activities in the caregiver's home. Additionally, the project will gather information to determine if play and learn groups decrease caregiver isolation and increase the social connections with other caregivers.

C.3 Total estimated number of unique participants to be served annually

200

C.4. Will program beneficiaries be only residents of Winston-Salem?

Yes

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$156,726.00

C.6. Total Capital Funding Request

\$0.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

0

C.8 Operating Spending Timeframe

48 months

D. Project Budget Categories

Completed by gpuckett@ccrr.org on 4/25/2022 3:29 PM

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D. Project Budget Categories

Please provide the following information.

Use templates below to input **the total** Project Budget (**only requested expenses and estimated revenues related to the program or project for which you are requesting funding**) by clicking **Add Column**. Please include all funding from the City and other sources.

| Operating Costs | Total |
|---|--------------|
| FFN Facilitator - 1.0 FTE | \$108,768.00 |
| Clerical Support - .10 FTE | \$7,912.00 |
| Program Director - Supervision - .05 FTE | \$7,644.00 |
| Contract Labor - social media support, accounting, IT | \$6,000.00 |
| Office Supplies - general- paper, printer toner, pens, folders, etc. | \$1,500.00 |
| Dues and Subscriptions - Kindermusik, Kaleidoscope, Work Life Systems | \$6,000.00 |
| Phone & Internet Reimbursement | \$1,152.00 |
| Travel | \$4,000.00 |
| Conferences & Training - Early Education/Parenting | \$4,000.00 |
| Staff Development | \$1,250.00 |
| Educational Supplies - materials for in person group sessions | \$2,500.00 |
| Program/Event Supplies | \$1,000.00 |
| | \$151,726.00 |

| Capital Costs | Total |
|-----------------------------------|--------|
| No capital Costs for this project | \$0.00 |
| | \$0.00 |

PROJECT/PROGRAM REVENUE CATEGORIES

Please fill out the revenue estimate table. **Note: operating revenues and expenses must be balanced (be equal).**

| Operating | Total |
|------------------------------|--------------|
| City of Winston-Salem - ARPA | \$151,726.00 |
| | \$151,726.00 |

Please list below all known/expected **individual** grants and contributions totaling 10% or more of the project's budget.

Note: capital revenues and expenditures must be balanced (be equal)

| Capital | Total |
|-----------------------------------|--------------|
| No capital costs for this project | \$0.00 |
| | \$0.00 |

E. Demographic and Geographic Distribution

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E. Demographic and Geographic Distribution

Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?

Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? ([Click here](#) to view the QCT mapping tool)

90.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the follow criteria:

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.

F. Alignment to Strategic Plan

Completed by gpuckett@ccrr.org on 4/25/2022 3:29 PM

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F. Alignment to Strategic Plan

Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. [Click here](#) to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

Tier 1:

- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

Tier 2:

- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

Tier 3:

- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

F.1. Please select the primary priority from the list above addressed by your project/program.

Tier 3

F.2. Please select the secondary priority from the list above addressed by your project/program.

Tier 1

F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you

selected.

Seventy percent (70%) of the children in our community spend their days in informal child care arrangements, either with a parent, relative, neighbor or friend. Many Forsyth County families choose FFN care because they trust the caregiver, they feel that the caregiver will keep their child safe and will provide care that is in keeping with their family values. This project seeks to honor families' choice by supporting FFN caregivers in their work to nurture and enhance the development of young children in their care and preparing them for school success.

G. Collaboration

Completed by gpuckett@ccrr.org on 4/25/2022 3:29 PM

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G. Collaboration

Please provide the following information.

Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.

G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?

3+

G.2. Please provide the names of the organizations and the roles they will serve in the project/program?

CCRC will collaborate with the following organizations:

Latino Community Services to provide support to Spanish speaking FFN Caregivers and Parents and space for classes

Winston-Salem Forsyth County Library - providing literacy activities in person and virtually - Carver School Rd. Branch

Centenary United Methodist Church - space for classes

Catholic Charities - space for classes

Additional collaborates will be added as needed.

H. Administration/Reporting

Completed by gpuckett@ccrr.org on 4/25/2022 3:30 PM

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H. Administration/Reporting

Please provide the following information.

Per U.S. Treasury rules and associated guidance, the City's framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization's/project's development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City's evaluation of organization and project risk.

H.1. Please clearly define the workload and outcome measures that are associated with your project/program

| | |
|-----------------------|---|
| Workload | A minimum of 100 FFN caregivers/parents will participate in either in person or virtual play and learn group sessions A minimum of 100 children ages birth to 5 years will participate in either in person or virtual play and learn group sessions |
| Effectiveness/Outcome | 80% of FFN Caregivers participating in in-person or virtual play and learn sessions will report increased knowledge about how young children learn and develop. 80% of FFN Caregivers/parents participating in in-person or virtual sessions will report using the information/activities shared in play and learn sessions in their home setting with the children in their care. |

H.2. Does the project/program use evidence-based interventions?

Yes

Please provide a link to (or attach a copy of) the evaluation of the program model

Kindermusik -<https://www.kindermusik.com/programs/research/alignments>



Program Model Evaluation

Research_Schools_Kindermusik_Effectiveness-Study_2016.pdf

2019 KPL WA State Survey Report.pdf

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).



Risk Matrix

Risk Assessment - Work Family Resource Center, Inc. dba Child Care Resource Center.xlsx

I. Capacity

Completed by gpuckett@ccrr.org on 4/25/2022 4:17 PM

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I. Capacity

Please provide the following information.

An organization's capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.

I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.

Work Family Resource Center dba Child Care Resource Center (CCRC) is a 501(c)3 child care resource and referral agency created in 1991 as a joint effort between the Junior League of Winston-Salem, Northwest Child Development Council, The Winston-Salem Foundation, United Way of Forsyth County and several local businesses

As a child care resource and referral agency, CCRC offers a set of interrelated core services to families, child care programs and the community. Our vision and mission are as follows:

Vision: To ensure quality learning experiences for every child in our community.

Mission: To assist families in accessing quality childcare, build the capacity of childcare professionals with comprehensive coaching and professional development opportunities, and provide support to businesses as they manage the challenges of employee childcare needs and productivity.

This year our Board of Directors created a 3- Year Strategic Plan with the following Strategic Priorities

1. All children and families have access and support to ensure that all children are prepared for school success
 - Program Advisory Committee with strong Board of Directors engagement
2. CCRC partners with other organizations to build a pipeline of high-quality early education and care teachers/educators; recruit, retain, paid a living wage etc.
 - Early Education Advocacy Committee – proposing new committee be created

CCRC is the only organization in Forsyth County offering this service to families in our community. CCRC also manages a unique database that captures information on both the supply of and demand for child care. We serve as a vital resource for families, child care professionals and communities.

I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.

CCRC currently has 2 trained facilitators on staff. We are ready to begin the expansion of the play and learn support groups as soon as funding is available. This project is currently being offered to FFN caregivers in a few targeted

neighborhoods through a KBR grant that CCRC received in 2018. This grant cover the cost of 1 FTE. We trained an additional staff person so that we would a back up in place to provide continuous services. CCRC is currently offering services both in person and virtually. CCRC is also collaborating with organizations listed as collaborators on the expansion project.

I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be overcome

CCRC and LCS will use 2-hour play and learn groups to engage FFN caregivers/parents and the children in their care. The play and learn groups will utilize the evidence-informed Kindermusik and Kaleidoscope programs. FFN caregivers/parents and the 0-5-year-old children they care for will have the opportunity to participate in two play and learn sessions each week . One of the sessions will use the Kindermusik program and the other session will use the Kaleidoscope program. The play and learn support groups will be open to residents of Winston-Salem caring for or who have children birth to 5 years of age. CCRC will use flyers and social media to market the play and learn group sessions to the appropriate audiences. CCRC will the availability of the service with organizations in the community serving children 0-5 years.

I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.

CCRC will track demographics of individuals accessing the service which include: race, gender, ethnicity and the ages of children in their care . CCRC use follow-up surveys and evaluations to gather feedback from program participants and this feedback will be analyzed and incorporated into the continuous improvement process used to ensure that our programs continue to meet the needs of our target populations. Additionally, our program advisory board subcommittee includes community residents that help us in reviewing and determining our program's effectiveness. Both Kaleidoscope and Kindermusik have evaluation tools embedded within the overall delivery of the curricula. These results will be made available as a part of our general reporting process.

J. Impact/Community Need

Completed by gpuckett@ccrr.org on 4/25/2022 4:21 PM

Case Id: 15242

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J. Impact/Community Need

Please provide the following information.

Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be

J1. Describe the identified community need for this project/program. Cite specific data or studies/reports that have identified this as a community need.

In the Family, Friend, and Neighbor Care in Forsyth County Report commissioned in 2018 by the Kate B. Reynolds Charitable Trust, shows that of Forsyth County's 17,437 young children, under age 5 years, whose parent(s) are in the labor force, only 34% (5,900) are in licensed child care programs. The majority (11,500) of young children of working parents are cared for by relatives, close family friends or neighbors. During the pandemic, the number of children being cared for by parents, relatives or neighbors increased due to the limited number of child care spaces available in our community and the number of families leaving the workforce. Parents have been choosing this form of child care for much of our history for a variety of reasons. This type of care has more recently become known as Family, Friend and Neighbor (FFN) Care. Though families across all racial, ethnic and socioeconomic groups use FFN Care, there is a higher prevalence of FFN Care use among families of color, immigrant and refugee families, families with low incomes and families of children with special needs. Seventy percent (70%) of children in Winston-Salem, with both or the only parent working in their households have child care provided outside of the licensed child care system (NC Division of Child Development and Early Education)

J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.

Play and learn groups using evidence-informed approaches offer a promising model to reach FFN caregivers/parents as they provide an opportunity for the caregivers/parents and children to engage in fun activities in an undemanding setting. With a well-trained, consistent facilitator orchestrating the play and learn, FFN caregivers will have the opportunity to see developmentally appropriate activities modeled by the facilitator as well as appropriate strategies for managing young children's behavior. Young children will have the opportunity to engage in fun, early learning activities and to build social connections with children other than those in their caregiver's home.

J3. Describe the long-term impacts of the project/program and how they align with the community need identified above.

The long term impact will be achieved if FFN caregivers/parents participate in the play and learn groups, engage their children in developmentally appropriate learning activities at home and increase their knowledge about how young children learn and develop and ways that they can promote optimal development. Additionally, the project will determine if play and learn groups decrease caregiver isolation and increase the social connections with other caregivers. Surveys and pre-and post-questionnaires will be used to assess changes in knowledge and in use of these activities in the caregiver's home.

J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.

CCRC will use participant Surveys and pre-and post-questionnaires will be used to assess participation in the play and learn groups, changes in knowledge of developmentally appropriate learning activities and in use of these activities in the caregiver's home. Additionally, the project will gather information to determine if play and learn groups decrease caregiver isolation and increase the social connections with other caregivers.

K. Funding Stability

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K. Funding Stability

Please provide the following information.

Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).

K.1. Have your organization's operating revenues covered operating expenses the last three years?

Yes

K.2. Approximately what percentage of your organization's total budget is covered by competitive grants that you must re-apply for?

30.00 %

K.3. What percentage of your project/program's budget is covered by City ARPA funds as part of this request?

20.00 %

K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.

CCRC has offered this project to FFN caregivers as a part of a pilot project that was sidelined by the COVID pandemic, but is picking up speed now that families are more comfortable being out again in face to face settings with their children. The pilot project was funded by KBR and has been extended for a 4th year of funding again due to the pandemic. CCRC has two staff trained as facilitators but only 1 of these staff positions is covered by the KBR funding. CCRC is requesting funding to expand the project and provide this early learning opportunity to low resource families across Winston-Salem. CCRC is planning to sustain the project by offering the Kindermusik and Kaleidoscope activity as a fee based service, once grant funding has been exhausted. Kindermusik is offered by other entities in our community, most are for profit, however the price point of the sessions makes this unavailable to most middle and low income families who are also bearing the cost of some form of child care. Our long range plan is to offer these activities to parents who can afford to pay the full cost of the program - recruiting enough families to cover the personnel and materials costs - while providing services to middle and lower income families at a discounted rate. As stated earlier, the majority of families using FFN care are low resource minority and immigrant families. Our goal is to ensure that the children in their care have access to early learning opportunities and are prepared to enter Kindergarten.

K.5. Please attach commitment letters from other organizations showing financial support for the project/program.

Commitment Letters

***No files uploaded*

L. Representation

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Address: *No Address Assigned

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L. Representation

Please provide the following information.

Representation deals with how diverse an organizations leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels

L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.

| Name | Race | Ethnicity | Gender Identification |
|-------------------------|------------------|--------------|-----------------------|
| Kristin Kelly Broyles | Caucasian | | female |
| Phyllis D'Agostino | Caucasian | | female |
| Carla Catalan Day | Caucasian | Hispanic | female |
| Mark A. Flowers, St. | African American | | male |
| Alexis Haggard | Caucasian | | female |
| Ashlynn King | African American | | female |
| Theresa Knops | Caucasian | | female |
| Robin Macklin | African American | | female |
| Latrina McClinton | African American | | female |
| Nancy Peterson | Caucasian | | female |
| Allen Suttle | Caucasian | | Male |
| Cedric LeGrand | African American | | Male |
| Shannon Trembley | Caucasian | | Female |
| Anu Williams | Caucasian | Asian Indian | Female |
| Tiffany Williams Brooks | African American | | Female |

M. Required Documents

Completed by gpuckett@ccrr.org on 4/25/2022 3:33 PM

Case Id: 15242

Name: Jackson, Katura - 2022

Address: *No Address Assigned

M. Required Documents

Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, [Click Here](#)

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Conflict of Interest Policy.pdf

Copy of the agency's latest 990 Form as submitted to the Internal Revenue Service *Required

Signed.NoScheduleB.Work Family Resource 2019 Final 990.pdf

Organization By-Laws *Required

CCRC - Bylaws - Final Board Approved July 2021.docx

Articles of Incorporation *Required

articles of incorporation.pdf

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

CCRC Anti Discrimination and Harassment Policy 2-2022.doc

HandBookPolicies.pdf

Revised Accounting Policies - May 20-21.docx

IRS 501(c)3 Designation Letter *Required

Updated IRS Letter 2015.pdf

Most recent audited financial statements or a third-party review *Required

AUDIT20.final.pdf

SAS 114 letter.final.pdf

North Carolina Secretary of State - Current and Active Status *Required

Secretary of State = Active Status 2021.PNG

Secretary of State Results April 2022.docx

N. Submit

Completed by gpuckett@ccrr.org on 4/25/2022 4:21 PM

Case Id: 15242

Name: Jackson, Katura - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

I certify that all information entered into this application is true.

Katura Jackson

Electronically signed by gpuckett@ccrr.org on 4/25/2022 4:21 PM

04/25/2022