

Program Overview

Completed by j.lagesse@ymcanwnc.org on 4/11/2022 3:27 PM

Case Id: 15107

Name: Lagesse, Jason - 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 j.lagesse@ymcanwnc.org on 4/25/2022 8:50 AM

Case Id: 15107

Name: Lagesse, Jason - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

YMCA of Northwest North Carolina

A.2. Mailing Address

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

A.3. Organization Website

www.ymcanwnc.org

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

1,942

A.5. Organization/Agency Fiscal Year

123,122

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

Darryl

A10. Last Name

Head

A11. Title

Interim President and CEO

A12. E-mail

d.head@ymcanwnc.org

A13. Phone Number

(336) 777-6221

BOARD CHAIR

A14. First Name

Wesley

A15. Last Name

Davis

A16. E-Mail

wesley.davis@alexbrown.com

A17. Phone Number

(336) 734-1096

A18. Term Expiration Date

04/30/2023

B. General Project Information

Completed by j.lagesse@ymcanwnc.org on 4/25/2022 9:44 AM

Case Id: 15107

Name: Lagesse, Jason - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

YMCA REACH Center

B.2. Project Location/Address

901 Waterworks Road Winston-Salem, NC 27101

PROJECT CONTACT/MANAGER

B3. First Name

Carrie

B4. Last Name

Collins

B5. Title

Chief Advancement Officer

B6. E-Mail

c.collins@ymcanwnc.org

B7. Phone Number

(336) 777-6249

C. General Project Narrative

Completed by j.lagesse@ymcanwnc.org on 4/25/2022 10:57 AM

Case Id: 15107

Name: Lagesse, Jason - 2022

Address: *No Address Assigned

C. General Project Narrative

Please provide the following information.

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

The YMCA Of Northwest North Carolina is requesting \$950,000 to support the development of the YMCA REACH (Resources for Economic Development, Academics, and Community Health) Center. Formerly the Winston Lake Family YMCA, the REACH Center is a multi-service provider destination where all people can learn, grow and thrive by working collaboratively and providing a hand up, not a hand out, to those in need. The YMCA REACH Center will serve East Winston, a community stigmatized by high poverty and, more recently, severely affected by the health and economic fallout due to COVID-19. The YMCA REACH Center will increase accessibility to services, and build both trust between residents and bridges over our divided community.

Data from key stakeholders in our community reflected the socio-economic disparities between East Winston and the larger service area prior to the pandemic, and now these gaps have widened significantly. While a community resource center is not what we think of as a traditional YMCA, the concept is not novel. YMCAs in large metropolitan areas have adopted this service model in vulnerable communities in both Raleigh and Charlotte.

A core component of the REACH Center's design is an education center that includes several multipurpose classrooms. These classrooms will be utilized for a variety of programs (literacy and career education courses, evidence-based health interventions, and youth development programs) hosted by the Y or one of our many community partners. Funding from the City of Winston-Salem will be used for facility renovations to create these educational spaces and support the Y and our collaborative partners as we work to strengthen our community.

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

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

The Y will work with community partners to identify and market services to potential program participants. While many of the proposed programs will take place at the newly renovated REACH Center, the Y will utilize the relationships built by our programs currently serving the residents of East Winston (Coordinated Outcomes and Approaches to Community Health, YMCA Achievers, the Youth Incentive Program) to spread the word and direct individuals and families to the services to meet their needs. Additionally, the Y will work with our partners in the Human Service Organization Roundtable to develop a referral network to help intake and guide residents to the variety of services that will be available at the YMCA REACH Center.

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

5,000

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

Yes

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$0.00

C.6. Total Capital Funding Request

\$950,000.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

2 years

C.8 Operating Spending Timeframe

N/A

D. Project Budget Categories

Completed by j.lagesse@ymcanwnc.org on 4/25/2022 3:58 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
	\$0.00
	\$0.00

Capital Costs	Total
Phase 1 - Includes the relocation of the YMCA Wellness Facilities and the renovation to create community classroom spaces. This phase will include roof repairs, HVAC replacement and various aesthetic improvements.	\$1,182,262.00
Phase 2 - Renovation of the existing youth locker rooms to create new unisex changing rooms. Transforming the current adult locker rooms into additional community classroom space.	\$1,336,185.00
Phase 3 - Second floor spaces such as the Group Exercise Studio and existing offices will be turned into office space for collaborating organizations and include elevator access.	\$1,557,147.00
Phase 4 - Consists of the creation of preschool classrooms and renovations to the community kitchen and welcome center.	\$1,196,131.00
Fixtures, Furnishing, Equipment	\$1,091,911.00
10% Contingency	\$636,364.00
	\$7,000,000.00

PROJECT/PROGRAM REVENUE CATEGORIES

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

Operating	Total
	\$0.00
	\$0.00

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
Forsyth County - Confirmed	\$1,000,000.00
John W. and Anna Hanes Foundation - Confirmed	\$400,000.00
Winston-Salem Foundation - Confirmed	\$100,000.00
Twin City Development Fund - Confirmed	\$75,000.00
Goodwill Industries of Northwest North Carolina - Confirmed	\$50,000.00
Wells Fargo - Confirmed	\$50,000.00
Richard and Marie Reynolds Foundation - Confirmed	\$50,000.00
Allegacy Federal Credit Union - Confirmed	\$5,000.00
James G. Hanes Memorial Trust - Pending	\$400,000.00
Truist - Pending	\$250,000.00
City of Winston-Salem - Pending	\$950,000.00
Individual Business Partnerships - In Progress	\$2,360,000.00
Individual Donors - In Progress	\$1,310,000.00
	\$7,000,000.00

E. Demographic and Geographic Distribution

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Completed by j.lagesse@ymcanwnc.org on 4/13/2022 4:26 PM

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 j.lagesse@ymcanwnc.org on 4/25/2022 2:17 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 1

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

Tier 2

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

selected.

The purpose of the YMCA REACH Center is to provide the residents of East Winston with access to resources that enable them to live, grow, and thrive. The foundation of Maslow's hierarchy of needs is Physiological Needs: food, water, rest and warmth. The apex of the hierarchy is Self-Actualization: achieving one's full potential. In order for a person to achieve success they first need to have their basic needs met. Many of these needs are contingent on obtaining secure, consistent and fulfilling employment. Impoverished adults often need enhanced language, technical, and soft skills to improve their chances of obtaining and retaining employment. If they are parents, there is a need for safe, quality care for their children while they are at work or engaging in personal development opportunities. People who are happier, healthier, and feel more secure and supported are more likely to achieve their full potential in life. Improving the economic vitality in East Winston is contingent on organizations collaborating to provide wrap-around services to individuals and families in an area of our community where these resources are few and far between.

OUTCOME 1:

The YMCA REACH Center seeks to improve economic mobility in East Winston by providing resources and support to individuals who are seeking to obtain, retain, or improve employment status in the workforce.

OUTCOME 2:

The YMCA REACH Center will serve as the programmatic hub for public health, wellness and human services in East Winston, providing wrap-around support to residents, enabling them to live, grow, and thrive in their personal and professional lives.

OUTCOME 3:

The YMCA REACH Center will improve academic and lifelong outcomes for youth in East Winston by providing a variety of programs and services that support social, emotional, and academic growth and set up our youth for success in the career of their choice.

G. Collaboration

Completed by j.lagesse@ymcanwnc.org on 4/25/2022 10:59 AM

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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?

Guiding Institute for Developmental Education (G.I.D.E.) - Currently provides out-of-school time programming for youth in the form of after school and summer programs.

Forsyth County Sheriff's Office - Partnering with the Y on the Transforming Teens Mentorship program.

Goodwill Industries - Providing career services workshops.

Second Harvest Food Bank of Northwest North Carolina - Operating a food assistance program for families and children and a culinary training program along with other job training activities.

Imprints Cares - Will operate a Ready for School Office at the REACH Center that provides access to evidence-based parenting interventions, facilitates group workshops, and conducts developmental screenings.

Human Service Organization (HSO) Roundtable - This group of eleven of the largest human Service Organizations serving Winston-Salem will utilize the REACH Center to prototype an interorganizational referral and intake system to better serve vulnerable families in East Winston. Members of the the HSO Roundtable include:

Crisis Control Ministries

Experiment in Self Reliance

Family Services

Financial Pathways of the Piedmont

Forsyth County Department of Social Services

Housing Matters/United Way of Forsyth County

Goodwill Industries of Northwest North Carolina

Second Harvest food Bank of Northwest North Carolina

Senior Services

YMCA of Northwest North Carolina

YWCA of Winston-Salem

H. Administration/Reporting

Case Id: 15107

Name: Lagesse, Jason - 2022

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Completed by j.lagesse@ymcanwnc.org on 4/25/2022 9:38 AM

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	The YMCA REACH Center will serve 5000 people annually serving as the programmatic hub for economic development, academics and community health in East Winston, providing wrap-around support to residents, enabling them to live, grow, and thrive in their personal and professional lives.
Effectiveness/Outcome	<p>OUTCOMES 1 & 2</p> <p>1-Provide adult basic education, English as a Second Language instruction and job and entrepreneurial skills training 100 adults each year, 75% will demonstrate improved skills for finding work.</p> <p>2-Partner with 2+ organizations to provide workforce development and career counseling services, helping 100 people re-enter the workforce.</p> <p>SUPPORT ACTIVITIES</p> <p>1-Offer adult basic education and English as a Second Language services to assist individuals in obtaining, retaining and improving employment.</p> <p>2-Partner with organizations to provide pathways to career and post secondary education options.</p> <p>3-Provide drop-in child care service to support parents in workforce programs.</p> <p>OUTCOME 3</p> <p>The YMCA REACH Center will provide wrap-around support to 5000 people annually, 75% will report that participation in REACH Center programs helped them reach their personal or professional goals and have improved their quality of life.</p> <p>SUPPORT ACTIVITIES</p> <p>1-Enter into 5-7 service agreements with partners to provide public health and human services addressing the needs of residents of all ages.</p> <p>2-Provide access to health resources and evidence-based health programs addressing chronic diseases, such as Pre-Diabetes, High Blood Pressure, & other health disparities.</p>

	<p>3-Serve as a hub for nutritional education and community meal distribution.</p> <p>OUTCOME 4 The YMCA REACH Center will serve 1200 youth annually, 85% will demonstrate improvement in the areas of Positive Self-Identity, Contribution, Self-Management, Social Skills and Academic Self-Efficacy resulting in improved lifelong outcomes.</p> <p>SUPPORT ACTIVITIES 1-Provide after school, summer & other educational programs designed to support classroom learning and address educational disparities. 2-Implement a character development model that improves Social and Emotional competencies through positive peer & adult interactions. 3-Partner with businesses to provide career exploration, entrepreneurial development, & mentorship opportunities.</p>
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H.2. Does the project/program use evidence-based interventions?

No

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.xlsx

I. Capacity

Completed by j.lagesse@ymcanwnc.org on 4/25/2022 2:27 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.

Since 1888, the YMCA of Northwest North Carolina (Y) has consistently lived its mission of "Helping all people reach their God-given potential in spirit, mind, and body." The Y makes strengthening the community its cause, empowering everyone to be healthy, confident and connected. Every year, the lives of more than 100,000 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.

The vision of the YMCA REACH Center aligns with the Y's mission and is included as a part of our strategic plan "Moving Our Mission Forward." Through our strategic planning process and the review of community outcome data, the Y has identified key issues in the areas of youth development, healthy living and social responsibility with the intent of addressing specific community disparities. Our Strategic Plan includes goals, implementation benchmarks and a strategy screen. The strategy screen is an internal tool used for program development that ensures that all Y initiatives drive toward the goals outlined in the strategic plan. The Y believes in helping our community address pressing social issues including child welfare, education, employment, housing and substance abuse. We work to make sure every child, family and community has what they need to make positive life changes and overcome obstacles.

Some of our current organization wide goals include:

- 1) Execute a holistic approach to personal growth in our youth-serving programs to demonstrate improvement in life skills and academic proficiency.
- 2) Equip and encourage individuals to pursue sustainable healthy lifestyles and prevent chronic disease by taking a holistic approach to total wellness in spirit, mind and body.
- 3) Engage a network of volunteers, donors, and advocates to strengthen the social connectedness needed to advance inclusion, diversity and global engagement to ensure all segments of our community feel welcome and have access to the Y.

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.

Darryl Head currently serves as the Interim President/CEO and Chief Operating Officer of the YMCA of Northwest North Carolina and oversees all capital and construction projects for the Association. In addition to his six years as the COO, Head spent ten years as Vice President of Operations at the William G White Family YMCA. As the COO, he is responsible

for the year round operational guidance of the YMCA of Northwest North Carolina, and supervises capital improvement projects. All improvement projects are reviewed and decided upon on an annual basis in a collaborative effort by the Association Executive Staff and the Association's Finance Committee. In this process, project management submits and agrees upon a scope of work, project budget, building plans, and timeline. Over the past decade, the Y has conducted a number of successful construction, expansion, and renovation projects that include:

- Building Expansion at the Jerry Long Family YMCA that included a new pool, youth development space and parking lots.
- New Construction at YMCA Camp Hanes in Stokes County that included an Airnasium, a retreat center, a conference center, and participant cabins.
- Full Facility Renovation of the Robinhood Road Family YMCA.

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

The YMCA REACH Center will serve as a resource center in East Winston, providing program and administrative space for collaborative agencies to offer wrap-around services to over 5000 residents. The Y will enter into written service agreements with all collaborative agencies and these relationships will serve as a prototype for collaborative agencies working together on a referral, follow-up and outcome-based projects.

Upon the notification of the award, the Y will immediately begin final preparations to start the renovation. The anticipated start date will be 60-90 days following the award notification with the project completed in the fourth quarter of 2024.

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

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

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

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

The barriers to the implementing and completing the proposed renovation of the YMCA REACH Center is funding and current supply chain issues. If funding is secured we foresee no issues completing the project, however current supply chain issues could extend our construction timeline. As an organization that has served the City of Winston-Salem for 134 years, the Y recognizes that an updated facility and new programs does not mean that community members will come flocking to our doors. Barriers such as transportation, personal finances, and trust still inhibit residents from participating in programs. Currently the facility is not located on a bus route. The Y hopes to work with the city to change this in the future, but is committed to developing strategies to reduce the transportation barrier such as providing a shuttle service to and from the facility for residents. We will utilize our existing Open Doors Policy to provide financial assistance to individuals who are inhibited by program fees. Funding for financial assistance will come from the Y's continued philanthropic efforts. Additionally, the Y will partner with other community based organizations to assist in

supporting and advocating for the programs that will be offered in the YMCA REACH Center.

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.

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

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

Processes to measure and collect data will be divided among the YMCA staff. The types of data that will be gathered include the number of participants by demographics and geographic area and the location and time of where the activity occurred. Qualitative data will be collected by conducting random-sample interviewing of participants to assess ease of access, convenience, general satisfaction, barriers, and how to improve the quality of services. Participant interviews will be conducted for all strategies. Also, all program staff will record notes to capture challenges, lessons learned, and general thoughts and feedback. All quantitative and qualitative process measure data collected by the strategy staff will be sent to the YMCA Association Office to compile and analyze for stakeholder meetings. These meetings will include reporting of outcome and process measure progress and will serve as an accountability mechanism to ensure strategy implementation. The outcome and process data will also be used to guide continuous quality improvement. Continuous program quality improvement will ensure that strategies remain in line with intermediate and long-term outcomes.

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

Additionally, Human Service Organization Roundtable partners will regularly evaluate the effectiveness of the interorganizational referral, as we collaboratively work to address residents' issues and provide families with the resources they need to live, grow and thrive.

J. Impact/Community Need

Completed by j.lagesse@ymcanwnc.org on 4/25/2022 3:57 PM

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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.

There are six census tracts that surround the YMCA REACH Center This area is the home of nearly 19,000 residents, of which: 75% are African American, 12% are Hispanic, and 10% are White, and 35% live in poverty. Out of the 5000 youth who live in East Winston, 53% live in poverty. The Median Household Income in this area is \$21,513, compared to \$47,269 in Winston-Salem and \$53,583 in Forsyth County. The Federal Poverty Level for a family of four is \$26,500 and 69% of all households make less than \$50,000. According to the United Way of North Carolina's Self Sufficiency Standard, a family of four needs to have a household income of \$57,122 to meet basic needs including housing, transportation and child care. (1)

African-American residents in Winston-Salem are almost three times as likely, and Hispanic and Latino residents are about four times as likely to live in poverty as White and non-Hispanic residents. (2)

Educational attainment is a primary pathway to increase economic opportunity but racial and ethnic disparities are prevalent throughout all levels of the education system. In East Winston, 25% of adults over the age of 25 have not completed high school and only 18% of adults have completed a 4-year degree or higher. Currently, 39.5% of residents over 16 years old are not in the labor force in Winston-Salem (3) There are seven schools located in East Winston, six of which are Title 1 Schools, the federal designation for high poverty, low performing schools and five are composed of nearly 90% of low-income students.

Poverty is not a new challenge for the City of Winston-Salem, especially for the residents who live in the vulnerable communities that make up East Winston. According to a 2018 study from the Winston-Salem State University Center for Study of Economic Mobility, Winston-Salem/Forsyth County is the third worst place in the country for individual economic mobility.(4) In fact, a young person growing in East Winston has between a 0%-6% chance of reaching the top 20% of Household income based on data retrieved from the Opportunity Atlas.(5)

These needs/resources/ social determinants of wealth were addressed by the 56 recommendations in the Winston-Salem Poverty Thought Force Final Report. Many of these recommendations are addressed by the YMCA REACH Center, the Y, and our collaborative partners. Some of these include:

- 1) Expanded pro bono medical care
- 2) Financial literacy for public housing residents
- 3) Free meal distribution
- 4) Match job training/skills programs with local jobs
- 5) Mentorship program/employment-tutoring programs

Additional the Human Service Organization Roundtable, a collective of the major human service organizations on Forsyth County, made the following statement as a part of their 2020 report on the feasibility of the REACH Center Model: “Individuals living in poverty experience serious trauma and often are so overcome by their own struggles that they do not know where to go for help and often are unable to effectively access community-based resources. At the same time, lack of integration across the human services enterprise creates a siloed service delivery system that further places stress on vulnerable families, and adds to their trauma of having to tell their story multiple times; to knock on multiple doors; and to engage with multiple care providers who are uncoordinated in the delivery of their services.”

(1) <https://censusreporter.org/>

(2) <http://www.povertythoughtforce.com/section-ii>

(3) <https://www.census.gov/quickfacts/fact/table/winstonsalemcitynorthcarolina#>

(4) https://www.wssu.edu/academics/colleges-and-departments/college-of-arts-sciences-business-education/center-for-study-of-economic-mobility/our-research/_files/documents/bus-riders.pdf

(5) <https://www.opportunityatlas.org/>

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

In the short term, the YMCA REACH Center will address the availability of and access to vital services for the residents of East Winston. The REACH Center will provide community-based organizations a visible presence in the community and will address the Human Service Organization Roundtable’s observation regarding the experience of impoverished individuals.

Some of the short term impacts of the REACH Center include:

- Improving social, emotional and academic outcomes for youth resulting in improved classroom success.
- Increasing the number of high school students who graduate on time and go to college or enter the workforce.
- Improving the work readiness skills for adults wishing to enter the workforce.
- An increase in healthier lifestyle habits such as healthy eating and physical activity resulting in lower rates of chronic disease.

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

Over time we expect the work that takes place in and around the YMCA REACH Center to improve the community outcomes in the areas of Workforce Development and Economic Mobility, Community Health, and Education. The long term impact of this work is as follows:

Workforce Development and Economic Mobility:

- The development of improved and more accessible pathways to employment for adults seeking to obtain, retain or improve their employment status.
- More high school students will feel prepared to enter the workforce or pursue post secondary education opportunities.
- Working parents will have increased access to affordable child care.

Community Health:

- Individuals and families in East Winston will have improved access to healthcare and health lifestyle resources.
- Healthy food will be more readily available
- Community based organizations will develop a sustainable, collaborative model that provides wrap-around services for residents.

Youth Development:

- Students will feel more confident in their ability to achieve in the classroom resulting in increased proficiency on End of Grade/End of Course testing.
- Support systems for high school students will increase the graduation rate and reduce the number of disconnected youth.
- Families will feel more connected to the schools and their child's education, improving the overall school climate.

The YMCA REACH Center will create lasting, positive changes in the community. Winston-Salem will experience a reduction in morbidity due to preventable health conditions and see lower disparity in health outcomes among socioeconomic sub-groups. Improved family and school support systems will lead to a reduction in the socioeconomic Achievement and Opportunity Gaps. A more prepared and educated workforce will result in lower unemployment and poverty rates. In the end, the community will experience increased economic mobility that improves the overall quality of life for everyone.

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

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

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

Processes to measure and collect data will be divided among the YMCA staff. The types of data that will be gathered include the number of participants by demographics and geographic area and the location and time of where the activity occurred. Qualitative data will be collected by conducting random-sample interviewing of participants to assess ease of access, convenience, general satisfaction, barriers, and how to improve the quality of services. Participant interviews will be conducted for all strategies. Also, all program staff will record notes to capture challenges, lessons learned, and general thoughts and feedback. All quantitative and qualitative process measure data collected by the strategy staff will be sent to the YMCA Association Office to compile and analyze for stakeholder meetings. These meetings will include reporting of outcome and process measure progress and will serve as an accountability mechanism to ensure strategy implementation. The outcome and process data will also be used to guide continuous quality improvement. Continuous program quality improvement will ensure that strategies remain in line with intermediate and long-term outcomes.

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

Additionally, Human Service Organization Roundtable partners will regularly evaluate the effectiveness of the interorganizational referral, as we collaboratively work to address residents' issues and provide families with the resources they need to live, grow and thrive.

K. Funding Stability

Completed by j.lagesse@ymcanwnc.org on 4/25/2022 9:54 AM

Case Id: 15107

Name: Lagesse, Jason - 2022

Address: *No Address Assigned

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?

6.00 %

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

14.20 %

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

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

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

Planned capital improvements will make this 55,000 sq/ft facility more energy efficient and significantly reduce annual occupancy costs. New and existing programs will be sustained through sharing funds raised through our Annual Impact Fund from across the Association. The Y will actively seek grant opportunities for program development and expansion, as well as operational support with local, regional and national foundations. Many of these conversations are already taking place and at this time the Y has raised \$1.8M to support the REACH Center project.

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

facility and its programs.

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



Commitment Letters

YMCA Multi-Year Grant Agmt.pdf

YMCA of Northwest North Carolina Mail - Wells Fargo Grant_Reference #67250217.pdf

YMCA of Northwest North Carolina Mail - Forsyth County ARPA Update - Congratulations!.pdf

Grant_Contracts_for_Winston-Salem_Foundation.pdf

Richard and Marie Reynolds Foundation.pdf

L. Representation

Case Id: 15107

Name: Lagesse, Jason - 2022

Address: *No Address Assigned

Completed by j.lagesse@ymcanwnc.org on 4/21/2022 11:05 AM

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
Gayle Anderson	Caucasian		Female
Susan Bachmeier	Caucasian		Female
Curtis Bland	Caucasian		Male
Skip Brown	African American/Black - Caucasian - Native American		Male
Michael Clements	African American/Black		Male
Galen Craun	Caucasian		Male
Chester Davis	Caucasian		Male
Wesley Davis	Caucasian		Male
Rob Davis	Caucasian		Male
Layla Garms	African American/Black		Female
Regina Hall	African American/Black		Female
David Hinton	African American/Black		Male
Laura Holby	Caucasian		Female
Edie Holland	Caucasian		Female
Victor Isler	African American/Black		Male
Duane Long	Caucasian		Male
Jay Luke	Caucasian		Male
Sylvia Oberle	Caucasian		Female
Chris Parker	Caucasian		Male
David Plyler	Caucasian		Male
Hernan Sabio	Hispanic/Latino		Male
Max Smith	Caucasian		Male
David Spross	Caucasian		Male
Kevin G. Williams	Caucasian		Male
Linda Wood	Caucasian		Female
Ashley Kohlrus	Caucasian		Female

M. Required Documents

Completed by j.lagesse@ymcanwnc.org on 4/25/2022 2:30 PM

Case Id: 15107

Name: Lagesse, Jason - 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.pdf

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

Records Retention Policy.docx

Government Financial Assistance Programs.doc

Procurement Policy.docx

YMCA NWNC Property Management Policy.docx

IRS 501(c)3 Designation Letter *Required

IRS501c3Letter YMCANWNC.pdf

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

YMCA NWNC Fin Stmts 2020.final.pdf

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

08_PFA-NWNC YMCA, Certificate of Existence.PDF

N. Submit

Completed by j.lagesse@ymcanwnc.org on 4/25/2022 3:59 PM

Case Id: 15107

Name: Lagesse, Jason - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

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

Jason R. Lagesse

Electronically signed by j.lagesse@ymcanwnc.org on 4/25/2022 3:59 PM

04/25/2022