

Program Overview

Completed by casieh@ywcaaws.org on 4/13/2022 1:12 PM

Case Id: 15182

Name: Juvenile Crime Prevention - 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 casieh@ywcaaws.org on 4/13/2022 1:12 PM

Case Id: 15182

Name: Juvenile Crime Prevention - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

YWCA of Winston-Salem & Forsyth County

A.2. Mailing Address

318 Indera Mills Court Winston-Salem, NC 27101

A.3. Organization Website

www.ywcaaws.org

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

1,942

A.5. Organization/Agency Fiscal Year

2,022

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

Christy

A10. Last Name

Respass

A11. Title

President & CEO

A12. E-mail

christyr@ywcaaws.org

A13. Phone Number

(336) 971-9069

BOARD CHAIR

A14. First Name

Romaine

A15. Last Name

Sargent

A16. E-Mail

romainesargent@hotmail.com

A17. Phone Number

(336) 816-7786

A18. Term Expiration Date

06/30/2022

B. General Project Information

Completed by christyr@ywcaws.org on 4/13/2022 3:23 PM

Case Id: 15182

Name: Juvenile Crime Prevention - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

Juvenile Crime Prevention

B.2. Project Location/Address

1031 Highland Avenue Winston-Salem, NC 27101

PROJECT CONTACT/MANAGER

B3. First Name

Marilyn

B4. Last Name

Odom

B5. Title

Vice President of Youth Services

B6. E-Mail

marilyno@ywcaws.org

B7. Phone Number

(336) 722-0597

C. General Project Narrative

Completed by christyr@ywcaaws.org on 4/20/2022 12:43 PM

Case Id: 15182

Name: Juvenile Crime Prevention - 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 YWCA operates two highly unique juvenile crime prevention programs in Winston-Salem & Forsyth County. The programs are in partnership with YWCA, the local Juvenile Crime Prevention Council (JCPC), and the United Way. We have operated this partnership for nearly 20 years. Both Teen Court and Work and Earn It have exceptional results with reducing recidivism once a youth has completed the program. Our results over the last 10+ years shows 80-90% reduced recidivism.

Teen Court and Work & Earn It are sponsored by the YWCA in collaboration with the North Carolina Department of Public Safety Juvenile Crime Prevention Program (JCPC). Teen Court targets first-time offenders ages 6-17 who have committed non-violent misdemeanors. In Teen Court, the juvenile is tried and sentenced by a jury of their peers i.e. previous Teen Court participants and volunteers to: perform community service, attend ARISE Life Skills seminars (recognized as a Best Practice in model programs for at-risk youth), and/or provide other types of restitution. Referrals are received from School Resource Officers (SROs) and Juvenile Court Counselors.

Our program allows youth to correct their behavior, get back on track, stay in school and graduate.

This proposal will allow the YWCA to significantly expand our work in juvenile crime prevention by expanding the Teen Court program to serve double the number of youth served today while adding a preventative life skills component "Youth on a Mission" to proactively address vulnerable youth. In partnership with WSFC schools we will increase referrals from SROs to include principals, guidance counselors, social workers, and teachers to address the increased stress, anxiety, and violence in schools following the pandemic.

Early identification and referral of youth for life skills classes serves as a preventative measure. Referral of youth who have already committed a crime to Teen Court for community service and life skills serves as an early intervention strategy. This grant would fund a program lead for school outreach and referrals and oversight for the expanded program. This grant will also fund the life skills curriculum.

A new and critical component of this proposal is to allow youth referred to Teen Court access to a safe diverse, community-based organization for health and wellness, social interaction, and recreation. This grant will provide youth memberships to the YWCA wellness and resource center as well as adding recreational programming.

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

The youth we serve will be referred from WSFC School Resource Officers (SROs), principals, guidance counselors, social workers, and teachers.

This program allows youth ages 6-17 (whose brains have not fully developed) the opportunity to redirect their behavior.

We serve largely at-risk and low-income youth that have gotten in trouble and are referred by school resource officers to our program. The pandemic has led to increased stress, anxiety, and violence for youth in schools across the country and in our community leading to elevated risk at a younger age.

Broader referrals including guidance counselors, teachers, and principals will allow us to serve more students and work preventatively to address these students with elevated risk before a situation arises. These students can be referred to the ARISE life skills program and students that have already gotten in trouble can be referred to the Teen Court program which will include ARISE life skills, community service, and a trial by a jury of their peers. This trial is conducted in a court room with a judge and Wake Forest Law students.

This program and process allows youth the opportunity to make amends for the crime committed. The benefit of this program is reduced recidivism allowing youth to stay in school and advance grade level improving the graduation rate in WSFC.

The ARISE life skills component is a strong resource for busy working often single parents. We have a strong track record of reduced recidivism and youth staying in school and advancing grade level.

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

125

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

Yes

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$459,760.00

C.6. Total Capital Funding Request

\$0.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

N/A

C.8 Operating Spending Timeframe

24 Months

D. Project Budget Categories

Completed by nancym@ywcaaws.org on 4/20/2022 2:44 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
Program Lead Salary and Benefits x 2 Years	\$97,100.00
Recreation Lead Salary and Benefits x 2 Years	\$83,350.00
Program Assistant Salary and Benefits x 2 Years	\$83,350.00
Staff Training and Supervision	\$31,200.00
Arise Life Skills Curriculum	\$2,500.00
Program Supplies \$1,000 per Year	\$2,000.00
YWCA Participant Fitness Membership 2 Years	\$105,000.00
YWCA Family Member Membership 2 Years	\$60,000.00
Recreational Supplies \$3,000 per Year	\$6,000.00
Administrative Costs	\$56,460.00
	\$526,960.00

Capital Costs	Total
	\$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
YWCA of Winston-Salem	\$67,200.00
City of Winston-Salem ARPA Grant	\$459,760.00
	\$0.00
	\$526,960.00

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
	\$0.00
	\$0.00

E. Demographic and Geographic Distribution

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Completed by christyr@ywcaaws.org on 4/13/2022 4:10 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 christyr@ywcaaws.org on 4/20/2022 12:43 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 2

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 YWCA juvenile prevention programs have a consistent track record of reduced recidivism (80-90%) and youth staying in school and advancing grade level (78-85%).

This preventative and early intervention program addresses poverty reduction/cessation by allowing youth to stay in school and graduate. This program is imperative for economic mobility for youth and their families. This expansion comes at a critical time when schools are seeing elevated risk at a younger age following the pandemic.

This program also delivers on community engagement (Power of connections). Youth served in the Teen Court program and that attend life skills classes develop an entire new network of support. The program manager is a mentor and advocate for the youth served. The Teen Court program inspires youth to make amends, correct their behavior, and stay in school and graduate. Over the years we have seen numerous youth stay involved and volunteer with the Teen Court program.

Youth enrolled in Teen Court will receive a membership to the YWCA wellness and resource center for socialization, recreation, and health and wellness. The YWCA wellness center is a safe, inclusive, diverse, community based center ideal for community engagement.

This proposal has strong alignment with the City of Winston-Salem strategic plan. The requested budget for this grant of \$459,760 will efficiently serve 250 youth for a cost per student of \$1839 or \$77/month per youth served for a two year prevention and intervention program and a three year family membership to the YWCA wellness and resource center.

G. Collaboration

Completed by christyr@ywcaws.org on 4/19/2022 4:39 PM

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Address: *No Address Assigned

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?

The Juvenile Crime Prevention Council is made of community agencies (WSFCS, Sheriff's Department, DSS, Chief Court Counselor, Health Dept., Director, Parks & Recreation, County Commissioner appointee, Substance abuse professional, Police Department designee) This council is a source of advice and guidance for an expanded Teen Court program.

We partner with the Winston-Salem / Forsyth County Schools through the Data Sharing Project for tracking and reporting on academic performance. We also partner on referrals for our program.

We partner with the WSFC schools and other community-based organizations to for community service work sites. Some include Samaritan Ministries, WSFC schools janitorial departments, the YWCA wellness center maintenance & guest services team, etc.

H. Administration/Reporting

Completed by nancym@ywcaaws.org on 4/20/2022 11:10 AM

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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	The program lead will be responsible for school outreach to encourage the referral process. They will manage the Teen Court program which includes youth enrollment, life skills classes, scheduling Teen Court, overseeing the court volunteers, and managing community service coordination. As youth are enrolled in the program the program lead will obtain parental permission forms to access the school data sharing program. The program lead is responsible for all data analysis and tracking for reduced recidivism and grade level promotion. A recreational lead will be added at the wellness center for youth engagement and participation.
Effectiveness/Outcome	We will measure the following for this program: Number of referrals from WSFC schools for Teen Court Number of referrals from WSFC schools for Life Skills Number of youth enrolled in the program(s) Number of youth that complete Life Skills Number of youth that complete Teen Court Number of youth that complete community service Recidivism Grade advancement

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

Attached please find evidenced-based ARISE Life Skills and Teen Court Impact



Program Model Evaluation

Evidenced-based ARISE Life Skills.pdf

Teen Court Impact.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

TC Expansion Risk Assessment.pdf

I. Capacity

Completed by christyr@ywcaws.org on 4/19/2022 4:38 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 1908, the YWCA of Winston-Salem and Forsyth County has been affiliated with the national YWCA whose mission is "eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all." The local YWCA offers programs and services designed to address the effects of systemic racism and support equity in the following areas:

- Minority Health - Gateway to Success, a strategic alliance with Novant Health and Wake Forest Baptist Health to provide the only integrated care program in the country for low-income adults to manage diabetes through diet and exercise.
- Substance Use Recovery - Hawley House, the only state-licensed residential recovery program in Forsyth County for women diagnosed with Substance Use Disorder
- Education & Income Achievement - Best Choice Center, academic enrichment afterschool and summer camp programs for low-income students, K-8th grade, in the WS/FC public schools and a mentoring program in collaboration with Crosby Scholars and Big Brothers Big Sisters.
- Juvenile Crime Prevention - Teen Court and Work & Earn It programs in collaboration with the Juvenile Crime Prevention Council in Forsyth County to help teens avoid a juvenile court record or assignment to Youth Detention Center.

Every day we turn on the lights and open the doors to answer the cry for justice. We will get up and do the work until injustice is rooted out, institutions are transformed, and until the world sees women, girls, and people of color the way we do: EQUAL. POWERFUL. UNSTOPPABLE.

Early youth intervention programming preventing juvenile crime is at the heart of the mission of the YWCA and is a critical need in our community aligned with health equity and education.

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.

The YWCA of Winston-Salem has served our community for over 100 years. Two of our unique hallmark programs became part of the YWCA at the request of the City of Winston-Salem and The United Way of Forsyth County to

strengthen the programming and provide solid infrastructure and oversight. The programs include The Hawley House which became part of the YWCA in 1998 and The Best Choice Learning Center in 2004.

The YWCA is a solid, structured, but lean organization with administrative offices representing finance, information technology, development, and human resources. We have solid internal controls, personnel policies, fiscal policies, by-laws, and a conflict-of-interest policy. Butler & Burke is the audit firm for the YWCA.

A critical component of infrastructure are our valuable and loyal employees. The YWCA has an extremely diverse team with exceptionally low turnover.

- Leadership team: 67% female 33% male, 56% minority, 44% Caucasian
- Full-time employees: 20% male, 80% female, 63% minority, 37% Caucasian
- Our directors and vice presidents have 104 years of total service and average length of service of 11 years.

In 2019, the YWCA resolved \$12,000,000 in outstanding debt. This critical milestone allows every dollar of investment to support the mission versus debt service and building overhead. Despite the pandemic's negative impact on membership revenue to our wellness center the YWCA has had a positive operating surplus for two of the last three years.

The YWCA continues to deliver exceptional outcomes above industry norms and benchmarks:

- In health equity 81% of participants maintained or improved their health, average weight loss, +166 points versus norms
- In education 86% of our minority children were proficient in 3rd grade reading, +50 points higher WSFC schools
- In juvenile crime prevention our reduced recidivism averages 80%, 15 points better than national trends
- In substance use recovery we have a 90% success rate, +35 points versus national trends

Specific to this grant request we have significant experience to leverage and build upon. Our juvenile crime prevention programs have operated in the community for nearly 20 years. Expanding our current Teen Court program will be straight forward and will work through established relationships with the WSFC school system, Wake Forest Law School, Forsyth County Judges, and community-based organizations for community service to expand the current program.

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

The YWCA has operated our current Teen Court program for nearly 20 years. Expansion to serve more youth requires us to hire and train a new program lead. We have years of experience to apply to this expansion. Teen Court training and ongoing conferences are provided for new hires and continued employee development.

The case manager for Teen Court performs intake with referred clients, conduct assessments using the intake application, supervises Teen Court and teaches the ARISE Life Skills classes. The new position will have the same responsibilities plus ongoing outreach with the WS/FC school system as we extend the referrals to teachers, guidance counselors, social workers, and principals.

There are two potential barriers we need to address. First, we must have signed parent permission forms for us to track and report on academic results. These signed consent forms give our agency permission to access the students' academic and attendance records. To address this barrier, we will include the parental consent form as part of the initial intake process that the Program Manager conducts.

The second barrier is ensuring we have adequate sites for community service. To address this barrier, we have reached out to the WS/FC schools who are open to community service offering assistance to janitorial staff within the schools.

We have also expanded to include community service at the YWCA wellness and resource center helping in guest services / janitorial. We plan to explore with other nonprofit organizations for trash pick up, landscaping, other cleaning, etc.

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.

Our outcomes are focused on students ages 6-17 reducing recidivism, staying in school , advancing grade level, and graduating from high school on time.

Youth that successfully complete our program (completing ARISE life skills classes, community service, and restitution) are able to stay in school avoiding time in the detention center and a criminal record.

We will track the following for the year the youth are served in our programs:

- Referrals to the program (s)
- Youth that sign up for the program (s)
- Number that complete Life Skills
- Number that complete Teen Court & community service
- Number and % of students who are promoted to the next grade level

We partner with the WS/FCS to obtain, share and track data.

J. Impact/Community Need

Completed by casieh@ywcaaws.org on 4/20/2022 9:04 AM

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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.

Need for the program:

According to the 2016-17 JCPC Risks & Needs Committee Program Report, 16.3% of parents of adjudicated youth have difficulty providing adequate levels of supervision, and 53% of youth have parents who lack parental supervision skills. The ARISE curriculum, which is required, not only promotes healthy development for youth, it also provides parents with information to help them understand and supervise their children.

According to the Urban Institute Evaluation of Teen Court Project, one of the strongest prima facie arguments for the use of teen courts is that they expose young offenders to the pro-social influence of non-delinquent peers. This is addressed in Teen Court by positive relationships with the Program Manager, Teen Court peers, Wake Forest law students, attorneys and judges from Forsyth County, and interns studying criminal justice at WSSU, Forsyth Tech, and UNC-G. Students can become a trained volunteer (clerk, bailiff, attorney) and help the program, as opposed to being solely involved in Teen Court as a defendant. The recently developed Teen Court Academy give local youth interested in learning more about the justice system the opportunity to volunteer in a variety capacities in Teen Court.

Need driven by the pandemic:

The global pandemic has had a significant impact on stress, anxiety, and crime in schools across the country.

"American Psychological Association, March 17th 2022" The task force surveyed 14,966 participants (teachers, administrators, school psychologists, and social workers). The largest representation came from the Southern US (38%) with 94% from public schools. 33% of teachers reported at least one incident of verbal harassment or threatening behavior from a student. 14% of teachers reported incidents of physical violence from a student. The survey found nearly half of teachers (49%) expressed a desire to quit (43%) or transfer (26%) to another school.

Not addressing this concern has large implications for teachers and turnover.

On January 21, 2021 the U.S. Department of Homeland Security issued a Public Awareness Bulletin mitigating the threat of school violence from the Covid-19 Pandemic and Beyond. The objective was to raise awareness of the potential risk factors and indicators for targeted violence in schools and to raise awareness of the likelihood that students may have been exposed to multiple risk factors during the Covid-19 pandemic.

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

Youth that successfully complete our program (completing ARISE life skills classes & community service) are able to stay in school avoiding future time in the detention center and a criminal record.

Short-term goals of this program include:

- Ensure youth that are referred from the WSFC school system sign up for the program (s).
- Obtain parental permission forms to track grade level promotion
- Youth complete life skills classes
- Youth complete Teen Court
- Youth complete required community service

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

The long-term impact is continued reduced recidivism for youth that complete our Teen Court juvenile crime prevention program and staying in school to advance grade level and graduate.

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

The program lead will track referrals from the WSFC school system in a Teen Court data base unique to this program. They will track what percent of referrals enroll and complete Life Skills, Teen Court, and community service.

For each youth enrolled we will obtain parental permission forms which will allow the program manager to access the grades, conduct, and attendance for each student through the data sharing project we have in place with the WS/FC school system.

We will track the following for the year the youth are served in our programs:

- Number of referrals from WSFC schools
- Number of youth that complete Teen Court
- Number of youth that complete Life Skills
- Number of youth that complete community service
- Number and % of students who are promoted to the next grade level

K. Funding Stability

Completed by casieh@ywcaaws.org on 4/20/2022 9:04 AM

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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?

No

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

31.00 %

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

87.00 %

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

This investment will be sustained by:

- The YWCA is providing a three-year family membership for each youth enrolled in Teen Court. This sustains the program two additional years.

Other actions for sustainability include:

- Evolution and growth of our medical fitness model. Expansion with AHWFB planned for 2022/23
- Membership revenue returning to pre-pandemic levels
- Return to in person annual events and donor receptions placed on hold since 2019
- Continued growth in our annual fund - increased by 24% since 2017
- Expanded funding opportunities from Juvenile Crime Prevention Council

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



Commitment Letters

***No files uploaded*

L. Representation

Case Id: 15182

Name: Juvenile Crime Prevention - 2022

Address: *No Address Assigned

Completed by casieh@ywcaaws.org on 4/13/2022 1:23 PM

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
Sarah Crotts	Caucasian	Non-Hispanic	Female
Jamehl Demons Shegog	African American	Non-Hispanic	Female
Angie Ferree	Caucasian	Non-Hispanic	Female
Kasey Hayes	Black	African American	Female
Lida Calvert Hayes	Caucasian	Non-Hispanic	Female
Shana Heilbron	Caucasian	Non-Hispanic	Female
Hayley Jackson-Figueroa	Black	West Indian	Female
Sandy Miller Jones	African American	Non-Hispanic	Female
Karen Love	African American	Undisclosed	Female
Drewry Nostitz	Caucasian	Non-Hispanic	Female
Lauren Piana	Caucasian	Italian American	Female
Denise Robinson	African American	Non-Hispanic	Female
Romaine Sargent	Caucasian	White	Female
Vicki Sheppard	Caucasian	Non-Hispanic	Female
Meg Shipley	Caucasian	Non-Hispanic	Female
Borgia Walker	White	American	Female

M. Required Documents

Completed by casieh@ywcaaws.org on 4/11/2022 2:23 PM

Case Id: 15182

Name: Juvenile Crime Prevention - 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 09-10.doc

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

YWCA 2019 Final 990 Public Disclosure Copy.pdf

Organization By-Laws *Required

NC_Winston-Salem Forsyth County_Bylaws.pdf

Articles of Incorporation *Required

Articles of Incorporation.pdf

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

Employee Handbook.pdf

Finance Policies - Updated 2017.pdf

IRS 501(c)3 Designation Letter *Required

YWCA 501c3 letter.pdf

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

audit21.final.pdf

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

NC Secretary of State Active Status Confirmation April 11 2022.pdf

N. Submit

Completed by christyr@ywcaaws.org on 4/20/2022 3:36 PM

Case Id: 15182

Name: Juvenile Crime Prevention - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

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

Christy Respass

Electronically signed by christyr@ywcaaws.org on 4/20/2022 3:35 PM

04/20/2022