

Program Overview

Completed by christyr@ywcaaws.org on 4/11/2022 3:59 PM

Case Id: 15181

Name: Hammons, Casie - 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 1:11 PM

Case Id: 15181

Name: Hammons, Casie - 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 casieh@ywcaaws.org on 4/14/2022 12:47 PM

Case Id: 15181

Name: Hammons, Casie - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

Hawley House

B.2. Project Location/Address

941 West Street Winston-Salem, NC 27101

PROJECT CONTACT/MANAGER

B3. First Name

Denita

B4. Last Name

Mitchell

B5. Title

Program Director

B6. E-Mail

denitam@ywcaaws.org

B7. Phone Number

(336) 721-0733

C. General Project Narrative

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

Case Id: 15181

Name: Hammons, Casie - 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

Hawley House is the only state-licensed residential recovery facility in Forsyth County for women diagnosed with substance use disorder. Since 1998, when Hawley House became part of the YWCA at the request of the City of Winston-Salem and the United Way, it has provided residents with the necessary tools to stop the cycle of addiction including the following:

- Substance abuse assessment
- All female environment with on-site services in safe environment
- Structured program with high accountability
 - o Residents have daily chores including preparing dinner at least one night a week and are required to abide by all house rules.
 - o Residents are expected to seek training and / or become employed while at Hawley House.
- Person-centered plans, average 6-month residency, and availability of after-care program, based on individual needs.
- Long-standing collaborative partnerships with established organizations
- Help in securing identification documents required to receive N.C. Vocational Rehabilitation and other social services.
- Transportation for appointments related to physical, dental, and mental health, N.C. Vocational Rehabilitation, job training, and employment.

Forsyth County has very few treatment options for women. Hawley House determined that recovery beds for women, as a percent of the female population, is only .02% in Winston-Salem, while Charlotte, Greensboro and Raleigh had .05%, .08% and .2% respectively. The City of Winston-Salem awarded the Hawley House a grant that allowed us to increase our capacity by 50%. This work was completed just before the 2020 pandemic and allowed the Hawley House to serve more women with quarantine rules in place.

This grant will allow the YWCA to continue the strong operations of the YWCA's Hawley House program while enabling the organization to respond to new and tremendous challenges resulting from the COVID-19 pandemic which include:

- Increased drug and alcohol consumption
- Higher levels of stress & anxiety
- Severe mental health challenges
- Higher levels of trauma
- Higher levels of relapse
- Increased death from accidental overdoses

Specifically, this grant will allow us to increase substance use disorder counseling, add on-site mental health counseling, add incremental trauma counseling, and increase staff oversight to overcome these pandemic related challenges and return to pre-pandemic success rates that averaged 90% over the past five years. This grant will allow us to serve significantly more women in our community suffering from substance use disorder. The staff oversight is needed to

handle the significantly higher levels of stress, anxiety, and mental health we are seeing since the COVID-19 pandemic.

We have increased counseling with our substance use counselor throughout the pandemic; however, our counselor is not on site, so the staff plays a critical role throughout the day and night managing the high levels of stress, anxiety, and trauma we continue to experience. This grant for additional staffing will allow us to serve more women with appropriate oversight to ensure success in executing the person-centered plans, rebuilding life skills, and managing the increased stress, anxiety, and trauma that exists today. The addition of a mental health counselor on site will allow us to accept clients with severe mental health challenges without jeopardizing the other residents' recovery and safety.

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

Women ages 18 and up come to the Hawley House from detox beds, homeless shelters, and the Forsyth County detention center. The Hawley House has a perpetual waiting list for services given the high demand and limited treatment options for women in WSFC.

We work closely with The Drug & Alcohol Council of NC, Department of Corrections Division of Alcoholism & Chemical Dependency Program, Addiction Recovery Care (ARCA), Novant Behavioral Health & Detox Units, Atrium Health Wake Forest Baptist Health & Detox Units.

Once a resident enters our program a critical component of the treatment plan is that the staff work with every client to develop a person-centered plan (PCP) that is designed specifically to address the root cause that led to the addiction. Examples include domestic violence, sexual abuse, neglect, abandonment, or other trauma. The PCP (see attachment) is a comprehensive document that includes:

- A self-assessment
- Staff and counseling evaluations
- Short-term and long-term goals
- Counseling plan
- Treatment plan for other health issues
- Job training and employment plan
- Plan to rebuilding broken families & reunite children with their mothers
- Incorporates Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) meetings and processes as well as work with sponsors
- Crisis management and prevention

These plans involve a lengthy and hands on approach between the staff and clients. This works is critically important to the success and recovery for each resident. The staff also spend significant time with the residents rebuilding life skills after active addiction. Examples include:

- Cooking
- Cleaning
- Conflict resolution
- Budgeting

Hawley House has a solid track record of rebuilding lives for women diagnosed with substance use disorder. Our pre-pandemic recovery rate averaged 90% versus national levels of 55% sobriety. The Hawley House program has a strong track record of reduced recidivism with only one client returning to jail over the last 12 years.

We have reunited over 90 children with their mothers in the past decade. Our graduates become productive members

of society.

Our residents graduate free from substances, employed, with savings & emergency savings and reside in safe housing.

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

33

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

Yes

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$289,576.00

C.6. Total Capital Funding Request

\$40,000.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

6 Months

C.8 Operating Spending Timeframe

24 Months

D. Project Budget Categories

Completed by christyr@ywcaws.org on 4/20/2022 3:21 PM

Case Id: 15181

Name: Hammons, Casie - 2022

Address: *No Address Assigned

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
Personnel Salary and Benefits	\$429,790.00
Other Contract Payments	\$9,258.00
Trauma Counseling	\$26,400.00
Substance Abuse Counseling	\$28,800.00
Mental Health Counseling	\$62,400.00
Client Transportation	\$20,000.00
Utilities	\$14,000.00
Telephone	\$9,362.00
Printing	\$400.00
Staff Training	\$2,000.00
Insurance	\$6,600.00
Program Activities	\$3,760.00
Program Supplies	\$14,400.00
Resident Wellness Facility Memberships	\$16,380.00
Special Assistance Fund	\$4,000.00
License and Permits	\$1,000.00
Software and Minor Equipment	\$13,600.00
Professional Fees and Dues	\$16,682.00
Administrative Costs (12%)	\$81,460.00
	\$760,292.00

Capital Costs	Total
Hawley House Van	\$40,000.00
	\$40,000.00

PROJECT/PROGRAM REVENUE CATEGORIES

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

Operating	Total
City of Winston-Salem ARPA Grant	\$289,576.00
City of Winston-Salem SOAR Grant	\$27,000.00
United Way	\$180,000.00
Contributions	\$74,610.00
Herbalife	\$10,000.00
Women's Fund of Winston-Salem	\$15,000.00
St. Paul's Church Steadman Fund	\$36,000.00
Program Service Fees (Client Rent)	\$25,200.00
YWCA of Winston-Salem	\$102,906.00
	\$760,292.00

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
City of Winston-Salem ARPA Grant	\$40,000.00
	\$40,000.00

E. Demographic and Geographic Distribution

Case Id: 15181
Name: Hammons, Casie - 2022
Address: *No Address Assigned

Completed by casieh@ywcaaws.org on 4/18/2022 3:22 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)

100.00 %

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 3:25 PM

Case Id: 15181

Name: Hammons, Casie - 2022

Address: *No Address Assigned

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 primary strategy the Hawley House addresses is poverty reduction / cessation.

Women enter the Hawley House program in the crisis stage of economic mobility. They have typically lost everything in active addiction. Women come to our program from detox beds, homeless shelters, and the Forsyth County detention center. As they work on their recovery through the person-centered plans tailored to each client, our residents move from crisis, to vulnerable, to stable in terms of their economic mobility. As they continue with the program they obtain employment, begin to pay rent, learn how to budget and save money. Our residents graduate with employment, savings, and safe/independent housing. Our graduates are self-sufficient. Many graduates thrive following the aftercare program.

The secondary strategy the Hawley House addresses is community engagement (Power of connections). The residents of the Hawley House have many levels of ongoing support which include peer support specialist, sponsors in AA and NA, a 6-month after care program with continued counseling and staff support, and the Hawley House alumnae of previous graduates. We also connect the residents to valuable community resources to help them during the program and after if needed. Some of these key partners include Crisis Control, NC Vocational Rehabilitation, Good Will, etc.

This proposal has strong alignment with the City of Winston-Salem strategic plan. The requested budget for this grant of \$289,576 will serve 66 residents for a cost per resident of \$4387. This covers the residential treatment program for up to 9 months and 6 months of aftercare for an average cost per month of \$292 per resident. This investment covers all basic needs, housing, development and execution of the person-centered treatment plans, mental health counseling, substance use counseling, and trauma counseling while residents gain employment, budget and save money to prepare for graduation.

G. Collaboration

Completed by casieh@ywcaaws.org on 4/20/2022 9:07 AM

Case Id: 15181

Name: Hammons, Casie - 2022

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 Hawley House has strong collaborative partnerships that have been in place for over 20 years (partner agencies listed below). Our process for warm hand-offs is to connect residents to our valuable partner agencies by scheduling an appointment for them and providing transportation to the appointments. We have a 9-passenger van that allows us to include transportation. The strong relationships in place across partner agencies allows us to fast-track clients through a process that would normally take longer. We refer residents to partner agencies throughout their time at the Hawley House and during the after care program.

The relationships continues if needs arise even after graduation.

Atrium Health Wake Forest Baptist Downtown Health Plaza - medical exam, mental health evaluation & treatment plan
Crisis Control - medications

NC Vocational Rehabilitation - employability skills, resume, career development

Goodwill - job training, employment, Project Re-entry

Monarch and Daymark - off-site mental health counseling resource

H. Administration/Reporting

Completed by christyr@ywcaws.org on 4/20/2022 3:26 PM

Case Id: 15181

Name: Hammons, Casie - 2022

Address: *No Address Assigned

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 Hawley House has been a part of the YWCA for 24 years. The program lead is a successful graduate from the program and has worked in a leadership role at the Hawley House for over a decade. The workload associated with this grant involves the addition of the counselors for mental health on-site and the addition of trauma counseling. We have reached out in advance to ensure both their availability and accurate cost. We would also be recruiting and training additional staff.
Effectiveness/Outcome	We will measure the following; <ul style="list-style-type: none">- Number of residents served- Number of residents that graduate- Number of residents that complete the after-care program- % of graduates that remain clean 12 months after graduation- Economic mobility for each resident, % in crisis, vulnerable, stable, self-sufficient, and thriving. We will track at mid-year and year-end.

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 you will find the Person-Centered Plans used for each Hawley House client & information about the effectiveness of Alcoholics Anonymous and Narcotics Anonymous programs for recovery and the proven 12-step plan.



Program Model Evaluation

YWCA HAWLEY HOUSE PCP (002).doc

Effectiveness of AA and NA.pdf

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if

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you wish. Please fill out and upload the [Risk Matrix](#).

Risk Matrix

HH Risk Assessment.pdf

I. Capacity

Completed by casieh@ywcaaws.org on 4/20/2022 9:09 AM

Case Id: 15181

Name: Hammons, Casie - 2022

Address: *No Address Assigned

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.

The Hawley House program address substance use recovery, health equity, and economic mobility. The Hawley House program is central to the mission work we do.

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

We have operated the Hawley House successfully for over 24 years. The City of Winston-Salem has been a tremendous partner with support for capital and programming for the Hawley House and SOAR totaling over \$356,000.

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

The implementation plan for this grant involves securing the additional counseling. Our current substance use counselor comes to the Hawley House and does all counseling on-site. In advance of this grant application, we confirmed a trauma and mental health counselor that is able to work on-site and has capacity to work with our program. If awarded this grant we will work swiftly to recruit and train the additional staff. Our program leader conducts some of the staff training and some is done in conjunction with our state license.

There are two potential barriers we need to address. The first is increasing rates for staff recruitment and retention. We have experienced more turnover during the pandemic. In addition to rate increases, we also implemented a new staffing plan with increased full-time coverage with a new 12-hour shift plan.

The second barrier is dealing with the higher levels of stress, anxiety, and mental health. We saw three cases of women living with schizophrenia in 2021 and 2022. Without additional on-site counseling we are not equipped to serve these women. This grant will help us address this barrier to treatment allowing us to serve more women in total.

1.3a. 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.

We will measure and the following items. All data is collected and analyzed currently for for internal and external reporting.

- Number of residents served
- Number of residents that graduate
- Number of residents that complete the after-care program

- % of graduates that remain clean 12 months after graduation
- Economic mobility for each resident, % in crisis, vulnerable, stable, self-sufficient, and thriving. We will track at mid-year and year-end.
- Recidivism
- # of children reunited with their mothers

The Hawley House staff will track the person-centered plans for each resident as well.

J. Impact/Community Need

Completed by casieh@ywcaaws.org on 4/20/2022 9:09 AM

Case Id: 15181

Name: Hammons, Casie - 2022

Address: *No Address Assigned

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 limited treatment options for women in Forsyth County. The Hawley House is the only all female treatment facility licensed by the state of North Carolina.

The pandemic has had a devastating impact with higher levels of:

- Drug and alcohol consumption
- Stress and anxiety
- Severe mental health challenges
- Higher rates of relapse
- Highest levels of trauma we have experienced in 10 years

This has driven a need to add on-site mental health and trauma counseling.

Trauma Therapy is defined as treatment developed to assist adults in coping with the effects that come from experiencing sexual, mental, behavioral, emotional, physical, and/or spiritual trauma. The trauma(s) may have occurred at any point in the individual's life and may have occurred once or many times. Trauma and symptoms of trauma are found frequently to be one of the co-occurring disorders with the highest prevalence rates for patients of substance use treatment. More specifically, it is estimated that individuals with a diagnosis of Post-Traumatic Stress Disorder (PTSD) engage in treatment for substance use disorders (SUDs) at a rate five times higher than the general population. In terms of practical considerations, this suggests that treatment teams providing SUD treatment are at greater likelihood of having patients with co-occurring trauma than any other mental health-related symptoms and diagnoses (Reference: <https://www.hazeldenbettyford.org/>).

Hawley House serves women who are 18 years or older who are diagnosed with substance use disorder. The women represent a diverse, low-income population. The women that need the services of the Hawley House program have experienced domestic violence, sexual abuse, and extreme trauma. Over the last several years almost 80% of the women served have been previously incarcerated.

Prior to entering the Hawley House program, many of the women have neglected their health throughout active addiction and need attention from a mental health and/or medical professional. Through a partnership with the Atrium Health Wake Forest Baptist Downtown Health Plaza (DHP), residents are seen by a physician soon after they are admitted to the Hawley House. In addition to receiving a complete medical exam, residents are also assessed for behavioral health issues. They continue to see medical professionals at DHP as needed for health concerns.

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

The Hawley House program helps clients build a foundation for a successful life through treatment of the substance use disorder and other mental health and physical health challenges. The Hawley House program improves economic mobility moving clients from crisis stage, to vulnerable, to stable, to self-sufficient, and even thriving.

Short-term client goals include:

- Residents work the program and remain substance free
- Residents work their person-centered plans attending all meetings and counseling sessions
- Residents obtain employment and begin to pay rent and save money
- Residents begin to rebuild relationships with their families

Short-term residents move from crisis stage to vulnerable and stable as they work through treatment.

With this grant we also hope to accomplish the following in the first year:

- Return to pre-pandemic success rates – 90% over the last five years (was 86% during the pandemic)
- Reduce incidents of relapse by 50% or more
- Reduce number of women not admitted to Hawley House due to certain mental health diagnoses and major trauma.
- Utilize all 9 beds

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

The Hawley House program helps clients build a foundation for a successful life through treatment of the substance use disorder and treatment of other mental health and physical health challenges. The Hawley House program improves economic mobility moving clients from crisis stage, to vulnerable, to stable, to self-sufficient, and even thriving. Our program helps rebuild broken lives and improves economic mobility for each graduate.

Long-term goals include:

- Residents remaining substance free years following graduation
- Residents that complete the aftercare program move from self-sufficient to thriving stage of economic mobility
- Residents have rebuilt their lives with family and regained custody of their children

Our graduates obtain safe housing, are employed, and have savings and emergency savings.

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

We will measure the following;

- Number of residents served
- Number of residents that graduate
- Number of residents that complete the after-care program
- % of graduates that remain clean 12 months after graduation
- Economic mobility for each resident, % in crisis, vulnerable, stable, self-sufficient, and thriving. We will track at mid-year and year-end.

K. Funding Stability

Completed by christyr@ywcaws.org on 4/20/2022 3:27 PM

Case Id: 15181

Name: Hammons, Casie - 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?

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?

38.00 %

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

This program will be sustained following the ARPA funding by the following actions:

- Evolution and growth of our medical fitness model at the YWCA wellness & resource center
- Expansion of our Gateway to Success program with Atrium Health Wake Forest Baptist 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

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



Commitment Letters

20211111_170846.pdf

Award Letter 08.10.2021.pdf

United Way Award letter 2021.docx

St. Paul Award Letter 2021.pdf

Herbalife 2021-2022.pdf

L. Representation

Case Id: 15181

Name: Hammons, Casie - 2022

Address: *No Address Assigned

Completed by casieh@ywcaaws.org on 4/12/2022 5:25 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	Undisclosed	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: 15181

Name: Hammons, Casie - 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

Secretary of State Active Status Confirmation.docx

N. Submit

Completed by christyr@ywcaaws.org on 4/20/2022 3:28 PM

Case Id: 15181

Name: Hammons, Casie - 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 3:28 PM

04/20/2022