

A. Organization & Contact Information

Case Id: 16104
Name: Work Family Resource Center dba Child Care
Address: *No Address Assigned

Completed by gpuckett@ccrr.org on 11/15/2022 11:29 PM

A. Organization & Contact Information

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

A.1. Organization Name

Work Family Resource Center dba Child Care Resource Center

A.2. Project/Program

Child Care Resource and Referral

A.3. FY 2023-24 Funding Request Amount

\$25,450.00

A.4. Agency's Total Operating Budget

\$1,649,742.00

A.5. Mailing Address

500 W. 4th St., Ste. 202 Winston-Salem, NC 27101

A.6. Project/Program Location Address

Winston-Salem, NC

A.7. Organization Website

Work Family Resource Center dba Child Care Resource Center

A.8. Year 501(c)(3) status obtained

1991

A.9. Organization Fiscal Year

Work Family Resource Center dba Child Care Resource Center

A.10. Federal Tax ID Number

56-1755762

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Katura Jackson, Executive Director

A.13. Email

kjackson@childcareresourcecenter.org

A.14. Phone

(336) 245-4900

CONTACT

A.15. Name, Title

Katura Jackson, Executive Director

A.16. Email

kjackson@childcareresourcecenter.org

A.17. Phone

(336) 245-4900

BOARD CHAIR

A.18. Name

Ashlynn King

A.19. Term Expiration

06/30/2025

A.20. Email

ashlynn.hailey@gmail.com

A.21. Phone

(980) 239-5718

B. Project Overview

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B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

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

Choosing child care is one of the most important decisions families make and it can be difficult to find reliable information about child care options. Work Family Resource Center dba Child Care Resource Center (CCRC), our community's child care resource and referral agency, helps parents take the guesswork out of choosing care by providing: personalized referrals, information on state licensing requirements and information on where to find help in paying for child care. One of CCRC's most important roles is to collect and help make sense of the important data on child care needs and trends in our area. Families, child care providers, local businesses and other stakeholders want to know the price and availability of child care in their area as they explore options for their children, research opening or expanding their child care businesses or seek ways to support the local workforce to ensure business productivity. CCRC uses the data collected to inform decision-making regarding child care needs and supports the community in their efforts to address issues and capitalize on opportunities. CCRC is requesting \$25,450 in continued support of our mission and services. CCRC uses the funds to support the cost of services to families and the data collection and maintenance which is critical in order to provide accurate information on the supply of and demand for child care in our community.

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

Throughout the Covid 19 pandemic, CCRC continued to provide services to the community. Our staff have worked primarily remotely for much of the past 2 years. CCRC parent specialists have begun providing services from our office location (500 W. 4th St., Ste. 202, Winston-Salem, 27101) on a hybrid basis and a part-time administrative support staff will work from the office 20 hours per week. The parent services have always relied heavily on telephone and internet communication and our staff are adept at using technology to serve parents in a variety of ways that best meet their needs. CCRC services are available by phone from 9:00 am to 5:00 pm Monday - Friday at (336)245-4900 and 24 hours per day by internet at www.childcareresourcecenter.org or by email at mail@childcareresourcecenter.org. CCRC staff also participated in 30 outreach events between July 2021 and June 2022. CCRC has also utilized our FaceBook, Instagram, and Twitter social media platforms to provide important information and updates to our community.

NEED (7 POINTS)

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

According to the 2021 American Community Survey Table B23008 (latest available) for Forsyth County, NC, there are 18,385 (74%) children under 6 years of age who live in households where all adults work. That is a 6% increase in this statistic between 2019 and 2022. During this same 2-year period, the number of licensed child care programs in Forsyth County decreased from 177 in October 2019 to 160 in October 2022 which reduced the child care slots available to families. Additionally, many of the child care centers, though continuing to operate, are doing so at a reduced capacity as they do not have the staff needed to open all their classrooms. Child care programs have a very difficult time in competing with employers that can offer higher wages and more benefits. The revenues child care programs can bring in

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are limited by the fees parents can afford to pay and the market rate that DSS and Smart Start use to set their child care subsidy reimbursements. This reduced availability of child care slots has increased the difficulty parents face in finding a space for their child even when they have the funds to pay for the child care space. CCRC Parent Specialists talk with the child care programs on a frequent, often daily, basis so are often aware of openings as soon as they become available. They are able to connect parents of children needing care with a provider who has an opening very quickly. This is an invaluable component of our services during this very challenging child care crisis. CCRC has been assisting Winston-Salem families with their child care search for more than 30 years. CCRC is a reliable community partner that can guide parents through the challenging process of finding and securing a child care placement that will meet their needs as workers and their child's need for early education.

COLLABORATION (6 POINTS)

B.4. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

CCRC works closely with our many community partners to ensure that parents receive the help they need in finding child care that meets the needs of their families. Our CCRC Parent Specialists have maintained open, frequent communication with the Forsyth County Department of Social Services (DSS) Child Day Care Staff and the Smart Start of Forsyth County (SSFC) Child Care Subsidy staff to assist parents that have received child care subsidy vouchers in their child care search. This has increased over the course of the pandemic as child care slots have become harder to find. The collaboration with these two organizations has been very beneficial for low income parents who receive financial assistance in the form of child care subsidy vouchers from DSS or SSFC and child care search assistance from CCRC.

CCRC has entered its 3rd year of collaboration with Latino Community Services and Imprints Cares on the Kate B Reynolds Charitable Trust funded Family, Friend and Neighbor Care (FFN) Pilot Projects. This project has been exploring ways of supporting Winston-Salem/Forsyth County FFN caregivers who provided care for more than 13,000 of Forsyth County's young children and many of the elementary school-age children before and after school and during school breaks.

CCRC has provided a program to support licensed family child care providers in Forsyth County since 1996 with Smart Start funds. This program has increased the program quality and professional development of most of the licensed family child care providers that are currently providing care in the community.

C. Strategy and Performance

Completed by gpuckett@ccrr.org on 11/15/2022 11:28 PM

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C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

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

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

Economic Vitality and Diversity

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

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

PERFORMANCE (15 POINTS)

C.3. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

CCRC gathers and analyzes data about the supply of and demand for child care in Winston-Salem, Forsyth County. CCRC houses data from parents and child care programs in a searchable proprietary database - Work Life Systems. The information is compiled into a report format and shared with the community stakeholders (Annual Supply and Demand Report). The information is also used to help individuals who may be interested in opening child care businesses in the community or policymakers/local funders in need of information about child care availability. CCRC Parent Specialists have a standardized process that is used to provide consumer education and child care referrals to individuals who call to request child care related information. Follow - up surveys will be sent to all parents accessing the service to gather feedback on satisfaction and effectiveness. CCRC will collect responses from a minimum of 20% of service users. The follow-up data is used to analyze service effectiveness and to make changes to service delivery as

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needed to meet client needs.

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

CCRC's administrative staff and program advisory committee review program stats on a bi-monthly basis to ensure compliance with established goals/outputs. If needed, job duties or staffing could be adjusted to meet goals. CCRC's database specialist creates monthly and quarterly reports to track goals and outputs. CCRC follows a continuous improvement process to ensure that all staff are continually strengthening skills they need to provide our core services to the community. The administrative staff, program advisory committee and HR committee analyze the data to inform short and long term planning for the organization.

CCRC will work with the staff of the City's Budget and Evaluation Department to revise any established goals prior to the end of the fiscal year as needed.

C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
Maintain a database of all parents utilizing CCRC's services, including information on the type of care requested, type of care selected, general helpfulness and satisfaction with services provided	Parent Specialists will provide consumer education and child care referrals to parents searching for child care in the community. All information gathered will be entered into a searchable database.	95% of families will receive complete and accurate information; surveys received from 22% of families utilizing service	95% of families will receive complete and accurate information; surveys received from 20% of families utilizing service	95% of families will receive complete and accurate information; surveys received from 20% of families utilizing service
Maintain a database of all licensed and legally operating child care options in Forsyth County.	Database Specialist will maintain a searchable database of legally operating child care programs; full updates semi-annually	100% of licensed child care programs were listed in CCRC's database; Annual report completed to highlight supply of and demand for child care	100% of licensed child care programs were listed in CCRC's database; Annual report will be completed to highlight supply of and demand for child care	100% of licensed child care programs will be listed in CCRC's database; Annual report will highlight supply of and demand for child care
Providing information to	Parent Specialists will provide	931 families received child care	1600 families will receive child care	1600 families will receive child care

increase the awareness and understanding of the indicators of quality child care among service users.	education and referral information to help families understand the key indicators of high quality child care programs.	consultations/referrals by phone or in-person; 242 families accessed our online referral program; 95% reported using at least 1 indicators of quality child care to search for and select a child care program	consultations/referrals by phone or in-person; 350 families accessed our online referral program; 95% reported using at least 1 indicators of quality child care to search for and select a child care program	consultations/referrals by phone or in-person; 300 families will our online referral program; 95% will report using at least 1 indicators of quality child care to search for and select a child care program
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	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	1,173	1,173
FY22-23 Current Year Projected Results	1,600	1,600
FY 23-24 Next Year Anticipated Results	1,600	1,600

C.6. FY 21-22 Program Accomplishments

In FY20-21, when in-person contacts and events were limited, CCRC parent specialists conducted/participated in 40 outreach events in which they were able to share information about the CCRR services and increase awareness about high quality child care and how it benefits parents and children.

CCRC expanded its use of social media to better reach families through Face Book Lives, Instagram, and Twitter and neighborhood sites such as Happenings in the Tre4 and Triad Moms on Main.

CCRC 's grant to work with the Family, Friend and Neighbor Caregivers through Play and Learns was extended for a 3rd year by the Kate B Reynolds Charitable Trust. We will continue to build this pilot project with our partner Latino Community Services. Though this type of child care is utilized by families of as many 13,000 Forsyth County children for at least some of their routine care, there are very few resources available to support these care providers in their efforts to care for young children.

CCRC obtained a Kate B Reynolds Charitable Trust grant to fund a landscape and policy analysis on Family Friend and Neighbor care in North Carolina. The resulting report will be released this month.

CCRC was awarded a Forsyth County ARPA Round 2 grant in the amount of \$221,185 to recruit and support the licensure of 20 new licensed family child care businesses between January 2023 and December 2024. This will increase the number of child care slots available to families in our community.

C.7. FY 22-23 Key Objectives

In FY22/23, CCRC will continue to serve families seeking child care solutions so they may work or attend school and their children can learn in high quality early education settings. The database specialist will continue to update and maintain the accurate and complete database of legally operating local child care options. The database specialist will gather consumer feedback from 20% of the families using consumer education and referral services. CCRC will participate in local outreach events to share information about the child care resource and referral service and the importance of high quality child care to our local economy and our young children's readiness for school.

The FY2022-2023 Child Care Supply and Demand Report will be compiled and shared with the community. This report will increase the understanding of the child care landscape in Winston-Salem/Forsyth County.

D. Organizational Capacity

Completed by gpuckett@ccrr.org on 11/15/2022 11:30 PM

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D. Organizational Capacity

Please provide the following information.

MISSION (5 POINTS)

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

Child Care Resource Center (CCRC), formerly Work Family Resource Center, is a private non-profit (501(c)(3) child care resource and referral agency formed as a collaborative effort between the Junior League of Winston-Salem, Northwest Child Development Council, The Winston-Salem Foundation, The United Way of Forsyth County and several local corporations in 1991. During May – August 2021, CCRC completed a strategic planning process and generated an updated mission statement. CCRC's mission is to assist families in accessing quality child care, to build the capacity of child care professionals through comprehensive coaching and professional development opportunities, and to provide support to businesses as they manage the challenges of employee child care needs and productivity. CCRC serves families and child care professionals across the City of Winston Salem to support our vision of ensuring quality early learning experiences and opportunities for children and families. As a child care resource and referral agency, CCRC offers a set of interrelated core services including:

-Consumer Education and Child Care Referrals to families - Access to secure child care arrangements enable parents to work, attend school to improve their skills, and perform their jobs without undue tardiness, absenteeism, and turnover. Child care is a critical infrastructure support that area families, businesses and the city rely on to strengthen the productivity of the current workforce and to build the workforce of the future. Navigating the various child care options especially in a tight supply situation that has gotten tighter since the CoVid19 pandemic, differentiating the quality of available options, understanding the impact of higher quality child care on children and accessing assistance to help pay for child care for eligible families are elements of the consultation and referral service CCRC provides to families.

-Analysis of Child Care Supply and Demand (including maintaining a database of licensed and legally operating child care options) - compiling, analyzing and sharing information with our constituents about the early care and education and school-age child care system in our community.

-Quality Enhancement Opportunities for child care programs - supporting individuals and programs that care for children ages birth 0-12 years in residential and commercial settings in order to strengthen their business skills and build their capacity to deliver high quality child care and early education.

- Professional Development Opportunities for child care programs-providing professional development and coaching to child care teachers, directors and family child care providers in licensed and legally operating settings in our community and supporting their efforts to attend college to strengthen their professional knowledge of early child development and early education.

-Public Awareness/Advocacy - building connections in our community to encourage supportive policies on family and children's issues as well as increasing awareness and understanding of the importance of a strong, high quality child care system to the current and future economic well-being of the city of Winston-Salem.

We are requesting funds to support the overall work of our organization's mission rather than support for a specific project. The funds will support our capacity to serve families, child care programs and our community with our core

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services.

FUNCTION (5 POINTS)

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

Child Care Resource Center, formerly Work Family Resource Center, has been in operation since 1991 serving the families, children, child care professionals and businesses of Winston-Salem.

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

Accessible, affordable high-quality child care supports the ability of parents to participate in Winston-Salem's workforce which leads to their ability to be economically self-sufficient and balance their work and life responsibilities. Children benefit from high-quality early care and education to ensure they reach kindergarten with foundation they need to be successful students and productive citizens. In our community, an estimated 17,550 (68%) of children under the age of 6 years live in households where the only or both parents work. There are another estimated 30,000 school-age children that may need child care before and after school, during school breaks or over the summer. CCRC works with all constituents of the early care and school-age child care delivery system to help families understand the why and how of choosing quality child care programs, improve the quality of available options and provide objective information for planning and policy development to the public and private sectors. As the local child care resource and referral agency, CCRC is in an optimal position to work with parents, child care programs, businesses and the community to build a vibrant, strong child care system which supports the economic vitality of Winston-Salem.

The Covid 19 pandemic has shown a bright spotlight on the essential role of child care in getting our workforce back on the job. Data on the supply and demand of local child care is key to decisions about our community's economic development because parents can't fully rejoin the local workforce without knowing that their children are safe, happy and learning.

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Database Specialist	Maintains database of child care programs, family child care requests, community agency referrals	20	40.00 %
Parent Specialist	Parent consultation and education to assist families in finding child care to meet their needs; outreach to promote child care resource and referral services to the community.	40	15.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Katura Jackson	Executive Director	\$83,430.00	0.00 %
Gena Puckett	Program Director	\$67,465.00	0.00 %

D.6. Attach an organizational chart



Organizational Chart *Required

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

Describe the hiring process and how it is structured to provide the most diverse candidate pool. Best practices for accessing a diverse hiring process and candidate pool include:

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at CCRC will be based on merit, qualifications and abilities. CCRC does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, national origin, age, disability or any other characteristic protected by law.

CCRC will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in undue hardship. This policy covers all aspects of employment, including selection, job assignment, compensation, discipline, termination and access to benefits and training. Detailed job descriptions have been established for each position and are reviewed by staff and the board of directors personnel committee periodically for accuracy, employee traits and skills.

Job descriptions are used by members of the management team (Executive Director and Program Director) for recruitment, screening and selection.

When CCRC has a job opening, the position is posted on Indeed, area college/university job websites, websites of the Child Care Resource and Referral and Smart Start agencies across the state. Most of our positions require a four-year degree in Early Childhood Education or a related field and experience working with young children in an early education setting or on behalf of young children and families, so most of the applicants for our positions are women.

Once applications are received, they are reviewed by the Program Director and Executive Director to determine which ones meet the educational and experience required for the posted position. The applicants whose education and experience most closely match the requirements of the position are invited to an initial interview with the Program Director. After the initial interviews, the applicants that most closely match the position requirements and that seem to be a good fit for the organization are invited back for a second interview with the Executive Director and other staff members that hold similar positions in order to assess which candidate will be the best fit for the open position and the organization. See Personnel policies - section 116 for internal posting policies.

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers				1	1	
Professionals				6	7	1
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time	0	0	0	7	8	1

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

	Male -	Male -	Male -	Female -	Female -	Female -
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	White	Black	Other	White	Black	Other
Executives/Managers						
Professionals						
Technicians						
Office/Clerical					0.5	
Laborers/Service Workers						
Total Part-Time/Temp	0	0	0	0	1	0

D.8.

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

CCRC Board Contact list 2022-23 - November.doc

D.9. Number of full Board meetings held during the last twelve months

6

D.10. Number of Board's Executive Committee meetings held during the last twelve months

6

ABILITY (5 POINTS)

D.11. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.

CCRC has provided child care resource and referral services for residents of Winston-Salem since 1991. This program will be operational on July 1, 2023.

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

The Covid19 pandemic and associated "work from home" orders is a prime example of unforeseen events that could have severely impacted services. However, CCRC administration and staff moved seamlessly to service delivery practices that allowed for the continuation of child care referrals, consumer information dissemination, child care program coaching and professional development and the updating and maintenance of our database. Since 2004, about half of the CCRC staff had followed a work from home model so CCRC administration had many years of experience managing staff who were working primarily out of the office. In March 2020, when Covid19 sent many office workers home, CCRC simply incorporated the office staff into the practices used by our out-of-office staff to ensure that parents were served without interruption.

CCRC expanded our use of virtual platforms to provide engaging content for families as parents were working from home and providing care and schooling for their children. Our CCRC early education coaches turned to virtual platforms for classroom observation, professional development training and most importantly provided virtual opportunities for child care teachers and directors to break through the stress, isolation, and anxiety that caring for young children during the pandemic has brought. The CCRC coaches worked with child care directors and family child care providers to assist them in applying for the various pandemic related financial grant opportunities such as PPP, Emergency Subsidy funds for essential workers and more recently the child care stabilization grants.

This experience has taught CCRC staff how to use virtual technology to reach our constituents in new ways many of which will continue along side the renewal of our in-person outreach as the pandemic subsides.

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

CCRC's general child care resource and referral services are open to all residents of Winston-Salem. Services are advertised in a variety of ways including Yellow Pages, Facebook, Twitter, Instagram, local publications, and through printed materials distributed to community partners who serve many of the families that seek child care search assistance through CCRC.

E. Cost Effectiveness

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E. Cost Effectiveness

Please provide the following information.

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$1,241,185.00	\$1,566,349.00	\$1,504,666.00
Fundraising	\$63,493.00	\$42,081.00	\$44,185.00
Management and General	\$136,372.00	\$41,312.00	\$43,378.00
Total Expenditures by Program	\$1,441,050.00	\$1,649,742.00	\$1,592,229.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$914,400.00	\$936,518.00	\$983,343.00
Employee Benefits	\$119,000.00	\$136,317.00	\$143,133.00
Facility Rent and Utilities	\$60,000.00	\$58,933.00	\$61,880.00
Training and Conference Registration	\$5,500.00	\$34,896.00	\$36,641.00
Membership and Dues	\$22,500.00	\$21,000.00	\$22,050.00
Travel and Transportation	\$18,000.00	\$20,554.00	\$21,582.00
Grants to Individuals and Organizations	\$86,650.00	\$251,650.00	\$124,233.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$135,000.00	\$121,500.00	\$127,575.00
Other Operating Expenditures	\$80,000.00	\$68,374.00	\$71,792.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$1,441,050.00	\$1,649,742.00	\$1,592,229.00

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$25,450.00	\$25,450.00	\$25,450.00
Forsyth County	\$0.00	\$159,088.00	\$167,042.00
State of North Carolina	\$299,055.00	\$304,781.00	\$304,781.00
Federal Government	\$697,147.00	\$697,149.00	\$718,063.00
Admissions/Program Revenues/Sales	\$45,000.00	\$56,300.00	\$61,930.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$75,000.00	\$22,000.00	\$24,200.00
Foundation Grants	\$50,000.00	\$0.00	\$50,000.00
Interest and Investment Income	\$5.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$249,393.00	\$384,974.00	\$240,763.00
Total Revenues by Category	\$1,441,050.00	\$1,649,742.00	\$1,592,229.00

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

Federal Government Revenue - all CCDBG (\$697,149 for 2022-2023 & \$718,063 for 2023-2024); Other Operating Expenditures (\$68,374 for 2022-2023 & \$71,792 for 2023-2024) - includes general program expenses, as well as overhead expenses like communications, janitorial, parking, website, phone, postage, insurance, depreciation, etc.; Other Revenue (\$384,974 for 2022-2023 & \$240,763 for 2023-2024) - includes Carryover Grant Revenue from Prior Years.

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2020	City of Winston-Salem - Community Agency Funding	\$25,450.00
2019	City of Winston-Salem - Community Agency Funding	\$25,450.00
2018	City of Winston-Salem - Community Agency Funding	\$25,450.00
2017	City of Winston-Salem - Community Agency Funding	\$25,450.00
2016	City of Winston-Salem - Community Agency Funding	\$25,450.00

E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Personnel: Employee Salaries (Parent Specialists, Parent Advocate, Regional Database Specialist)	\$22,158.99	\$127,090.89	Federal/State Grants
Employee Fringe Benefits	\$1,479.01	\$12,709.00	Federal/State Grants

Rent and Other Operating Expenses	\$1,812.00	\$28,188.00	Grants/Fundraising/Earned Income
	\$25,450.00	\$167,987.89	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.

Personnel: Database Specialist - updating and maintaining a database of all licensed and legally operating child care programs in Winston-Salem, Forsyth County; developing and distributing the annual Child Care Supply and Demand Report; conducting follow-up surveys with 20% of parents users each quarter.

Personnel: Parent Specialist - Parent consultation and referrals one-on-one for families seeking child care for children ages birth to 12 years.

Office Rent and other operating expenses: a proportional rent and operating expenses allocated across all grants determined by the percentage the grant is of the agency's total revenue.

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

Non-applicable. There is not non-monetary support for this project from other entities.

E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

CCRC is requesting a continuation of the \$25,450 FY22/23 award as we move forward into FY23/24. The \$25,450 is invaluable in supporting the extensive database which ensures CCRC can provide current, accurate referrals and data to families and community entities when requested. By blending city funds with funds from other sources, CCRC can support Winston-Salem's workforce and businesses by fulfilling our mission to assist families in accessing quality child care, to build the capacity of child care professionals through comprehensive coaching and professional development opportunities, and to provide support to businesses as they manage the challenges of employee child care needs and productivity.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

CCRC has provided child care resource and referral services for residents of Winston-Salem since 1991. We leverage funds from several sources to provide these services in our community. Federal pass-through funding from the NC Department of Health and Human Services, state funds from Smart Start of Forsyth County, and the NC Child Care Resource and Referral Council fund portions of these services for the families and children in our community. We also offer fee-based services to several local corporations to provide enhanced consultation and referrals to their employees in order to save time and allow their employees to focus on work and the company's bottom line. However, all of these blended sources are not sufficient to meet the needs of all families.

Research shows that access to high-quality child care benefits children. High-quality early care and education experiences have a positive effect on the academic performance of all children though children from low wealth families benefit the most. Child care supply is tightening across the state of NC as wages remain low in the field and other economic opportunities are available to those the previously worked in child care. This has increased the difficulty for parents in finding child care that meets the family's needs. Access to child care resource and referral consultation is needed more than ever to help families identify and assess their child care options. Though many Forsyth County

child care programs have remained open throughout the pandemic, staffing has been a particular challenge as has meeting the CDC recommended spacing so there are fewer slots available to families. Waiting lists are many months long and several child care programs have ceased to add to their waiting lists because of the amount of time families would be on a list without receiving a child care slot. CCRC continually researches potential grant opportunities to help us sustain and increase the number of families who have access to our services. Forsyth County has approximately 4500 babies born each year and we strive to provide our services to as many of those families as possible to ensure that they understand how to access early care and education that will prepare their young children for school success.

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

The CCRC child care consultation and referral services for parents follow a well-established format that provides education on elements of quality child care and assistance in locating child care slots that meet the families need. The most significant challenge at this time is finding available slots. Child care programs in Winston-Salem, Forsyth have followed the national trends of closure or reduced classrooms due to the difficulty of finding qualified staff and being able to pay a competitive wage to hire and retain them. There is not an easy solution to this issue. The Child Care Stabilization Grants have been extended through the end of December 2023 albeit at a reduced amount. These dollars have helped child care programs across the state including our local child care programs in paying somewhat more competitive wages, bonuses, and benefits to attract some workers. The issue is that once these dollars end there is no current plan for replacing them to continue the support they have provided for the past couple of years. This likely means that it will continue to get more difficult for families trying to find child care in order to work or attend school.

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

CCRC has been providing services to residents of Winston-Salem, Forsyth County since 1991. Services continued to be provided seamlessly throughout the many months of the Covid19 pandemic. CCRC staff continue to participate in many outreach efforts to ensure that parents are aware of the services and ways that we can help them in their child care search. There are no foreseen barriers to the provision of these services to the community for FY23/24.

AVERAGE COST (5 POINTS)

E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	25,450.00
Number proposed to be served for the year:	500
Average City funds per beneficiary:	50.90
Proposed funds from all sources:	167,987.89
Number proposed to be served for the year:	1600
Average total funds per beneficiary:	104.99

F. Required Documents

Completed by gpuckett@ccrr.org on 11/15/2022 10:49 PM

Case Id: 16104

Name: Work Family Resource Center dba Child Care

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Conflict of Interest Policy.pdf

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

Work Family Resource Center Inc. 2020 Final 990 Public Disclosure Copy.pdf

Organization By-Laws *Required

CCRC - Bylaws - Final Board Approved with Signatures - July 2021.pdf

Articles of Incorporation *Required

articles of incorporation.pdf

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

HandBookPolicies.pdf

104 Business Ethics and Conduct.pdf

IRS 501(c)3 Designation Letter *Required

Updated IRS Letter 2015.pdf

Name Change Registration 2018.pdf

Audited Financial statements or third-party review from 2020 and 2021 *Required

AUDIT21.final.pdf

AUDIT20.final.pdf

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

***Required**

North Carolina Secretary of State Search Results.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 16104

Name: Work Family Resource Center dba Child Care

Address: *No Address Assigned

Completed by gpuckett@crr.org on 11/15/2022 11:32 PM

G. Income Based Projects/Services Only

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

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

G.1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.

Income Range	# to be served
0 to 30% of median	0
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

G.2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants

H. Construction/Rehab Only

Completed by gpuckett@ccrr.org on 11/15/2022 11:32 PM

Case Id: 16104

Name: Work Family Resource Center dba Child Care

Address: *No Address Assigned

H. Construction/Rehab Only

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

H.1. Describe the proposed project and provide plans. If the project is approved, we will need a detailed work write-up.

H.2. Provide a projected timeline for the proposed work.

H.3. Describe how the project will be managed, including the contractor procurement process.

H.4. Describe the target market, including any special populations to be served.

H.5. Describe the services or program you plan to provide.

H.6. Describe the property management plan.

H.7. List the development team members.

H.8. Describe the financial capability of the sponsor/owner organization.

H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govt Funding
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Documentation

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

***No files uploaded*

Participant/program data sample report

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

I. Emergency Shelter Only

Completed by gpuckett@ccrr.org on 11/15/2022 11:32 PM

Case Id: 16104

Name: Work Family Resource Center dba Child Care

Address: *No Address Assigned

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

J. Rapid Rehousing and HMIS Only

Completed by gpuckett@ccrr.org on 11/15/2022 11:32 PM

Case Id: 16104

Name: Work Family Resource Center dba Child Care

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

Rapid Rehousing Services

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

HMIS/Data Collection Budget

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

Submit

Completed by gpuckett@ccrr.org on 11/15/2022 11:32 PM

Case Id: 16104

Name: Work Family Resource Center dba Child Care

Address: *No Address Assigned

Submit

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Katura Jackson

Electronically signed by gpuckett@ccrr.org on 11/15/2022 11:32 PM

IDIS Setup

No data saved

Case Id: 16104

Name: Work Family Resource Center dba Child Care

Address: *No Address Assigned

IDIS Setup

Please provide the following information.

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE