

A. Organization & Contact Information

Case Id: 16215
Name: YMCA of Northwest North Carolina - Youth
Address: *No Address Assigned

Completed by j.lagesse@ymcanwnc.org on 11/17/2022 3:43 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

YMCA Of Northwest North Carolina

A.2. Project/Program

Youth Incentive Program

A.3. FY 2023-24 Funding Request Amount

\$90,000.00

A.4. Agency's Total Operating Budget

\$28,241,216.00

A.5. Mailing Address

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

A.6. Project/Program Location Address

901 Waterworks Road Winston-Salem, NC 27101

A.7. Organization Website

www.ymcanwnc.org

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

1942

A.9. Organization Fiscal Year

January 1 - December 31

A.10. Federal Tax ID Number

56-0530015

A.11. Federal DUNS Number

07-783-8373

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Darryl Head, President and CEO

A.13. Email

d.head@ymcanwnc.org

A.14. Phone

(336) 777-6221

CONTACT

A.15. Name, Title

Jason Lagesse, Senior Director of Advancement Operations

A.16. Email

j.lagesse@ymcanwnc.org

A.17. Phone

(336) 777-6260

BOARD CHAIR

A.18. Name

J. Wesley Davis

A.19. Term Expiration

03/31/2023

A.20. Email

wesley.davis@alexbrown.com

A.21. Phone

(336) 734-1096

B. Project Overview

Completed by j.lagesse@ymcanwnc.org on 11/18/2022 12:37 PM

Case Id: 16215

Name: YMCA of Northwest North Carolina - Youth

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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?

The YMCA of Northwest North Carolina's Youth Incentive Program (YIP) is a year-round out-of-school time program for elementary school students in East Winston. YIP, based out of the Winston Lake Family YMCA, provides academic support, character and leadership development, and physical activity programming that benefits at-risk youth and their families. The program engages parents and families in academic activities and provides healthy snacks and nutritional, well-balanced meals to ensure that youth in the community continue never go home hungry

School-Year Programming

During the school year the YIP operates at the LaDeara Crest Apartments Resource Center, providing after school care for students and families. Healthy meals and snacks are provided each day via our partnership with the Second Harvest Food Bank of Northwest North Carolina. The program will serve 35 youth, with an average daily attendance of 25.

Summer Programming:

In the summer of 2023 the Y will operate as a part of the Children's Defense Fund's Freedom School program. The Freedom Schools program offers engagement through a six-week summer literacy and cultural enrichment program designed to serve children and youth in grades K-12 in communities where quality academic enrichment programming is limited, too expensive, or non-existent. The YIP Freedom School will operate at the Winston Lake Family YMCA and serve 50 students from the LaDeara Crest Apartments, and other neighborhoods such as Rolling Hills, Cleveland Avenue, Piedmont Circle and Townview Apartments.

The YMCA of Northwest North Carolina is requesting \$90,000 for the 2023-24 fiscal year. This funding will be utilized to support direct service costs for the after school and summer, including expenses such as personnel and program supplies.

The goals of this program include:

- 1) Serving 35 students during the school year and 50 youth over the summer
- 2) Providing students with academic support that improves outcomes in third grade reading
- 3) Providing students with enrichment and character development opportunities that improve Social and Emotional Learning (SEL) competencies.
- 4) Engage parents and families in student activities.

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

The Y will provide after school and summer academic support and enrichment programs for students at LaDeara Crest Estates and the surrounding neighborhoods. The Y will serve 35 participants in the after school program during the

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school year and 50 participants over the summer. The school-year program will operate Monday through Thursday and will provide after school (2:30PM - 6:00PM) care based upon the Winston-Salem/Forsyth County Schools operating schedule. During the summer, the program will run up to 11 hours each day, Monday through Friday for six weeks. The typical daily schedule during the school year will consist of academic support, social and emotional learning, health and wellness activities and a variety of social, emotional, and academic enrichment activities. Tutoring is provided by certified teachers and Y staff in a 1:10 tutor to student ratio. The enrichment, health and nutrition components will be led by counselors in a 1:15 ratio in both after school and summer components. Students are referred by school administrators, apartment complex staff, and parents. Additionally, we work through various community organizations to expand access to the Youth Incentive Program.

NEED (7 POINTS)

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

The schools that YIP students attend are consistently some of the lowest-performing schools in Forsyth County. With high numbers of low-income students and low numbers of academic success, the additional support that the YIP program provides is an invaluable resource for the students, their parents, and Winston-Salem as a community. The table below provides a demographic and academic snapshot of the students that attend neighborhood schools.

School	% Low-Income	% Black	% Hispanic	% Below Grade Level in Reading
Ashley	80.4	57.6	39.2	94
Ibrahim	69.9	56.9	22.4	81
Petree	75.1	65.3	27.2	88
Statewide	38.9	25	18.5	46

The Y out-of-school time programs provide a safe, supportive and enriching environment for these students. Youth need a place to go when school is out where they can receive a nutritious snack and/or a meal, which the Y programs provide. Often, these targeted participants do not have academic or social support after school as family members are working to support their families or have other barriers, such as language, which provide challenges for parents to support students academically. Y programs provide academic support, character development, parent involvement, and enrichment programming to meet the academic and social emotional needs of the students. In the fall of 2021, the Y conducted a survey of youth in after school programs, including YIP, in Forsyth County, measuring Social and Emotional Learning Competencies. From that survey we learned that 62% of elementary school students score low in Mastery Orientation: a young person's internal motivation to acquire knowledge and skills, which can help in learning from failure, increasing resilience, and performing academically,

The Youth Incentive Program is well supported by families, community members, and various community organizations. These programs have afforded the youth and residents exceptional enrichment experiences. Feedback from apartment managers state that youth attend school more frequently and have more confidence in their academics through the support of Y programming.

**** All academic data is based on the most recent NC School Report Cards ****

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?

The Y has partnered with Winston-Salem/Forsyth County Schools for more than 35 years and is participating in a Data Sharing Project that allows access to student academic and behavioral data for the purpose of monitoring outcome

indicators.

In the summer of 2022, the Youth Incentive Program partnered with the Guiding Institute for Developmental Education (GIDE) and operated a Summer Learning Academy at the Winston Lake Family YMCA that served 147 youth. The curriculum for this program was designed and aligned with WS/FCS standards and implemented by certified teachers from WS/FCS. Additionally, the Y worked in collaboration with WS/FCS to provide before and after program care for students participating in the school System's RISE summer program.

The Y and Liberty East Redevelopment (LER) have worked together to provide an after school program at the Ladeara Crest Apartments for over a decade. For this project, the Y will provide direct program support and leverage its experience providing intensive academic interventions in an after school setting. In addition, the Y will bring other financial resources to the table through a combination of local and federal grants and private donors.

LER will leverage its community network to assist in student, family and staff recruitment. Additionally, LER will utilize its intimate knowledge of community needs to identify and create additional engagement opportunities for program participants.

Through these collaborative relationships our organizations hope to not only provide much needed opportunities for the youth in East Winston but begin to address the socio-economic disparities experienced by residents in these communities.

C. Strategy and Performance

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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):

Livable Neighborhoods

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.

Summary of Evaluations

1) Quarterly and Interim Grades

Data Collected: Formative data on student performance in core subject areas

Timing & Frequency: At Least Quarterly

Use of Data: Gauge the effectiveness of the tutoring programming and make necessary curriculum adjustments to meet student needs.

Results Shared with: Site Leads, Tutors, Parents

2) End of Grade Assessments

Data Collected: Summative assessment of student academic proficiency in core subject areas

Timing & Frequency: Annually

Use of Data: EOG data is used to identify potential participants and assess the long term effectiveness of the program

Results Shared: Publically via NC DPI

3) Hello Insight SEL Tool

Data Collected: Student SEL assessment in the areas of Grit, Growth Mindset, Self-Efficacy, and Self-Management

Timing & Frequency: Twice Annually

Use of Data: Information from the pre-survey will be used to help choose curriculum components and focus on-going professional development opportunities. Post-survey results will show the effectiveness of SEL Programming

Results Shared: Site Lead, Program Coordinator, community partners

4) Parent Survey

Data Collected: Parent perceptions of the program and an assessment of needs.

Timing & Frequency: Quarterly

Use of Data: Help identify areas of interest and need in order to provide quality engagement opportunities. assess program quality

Results Shared: Site Lead, Program Coordinator, community partners

5) Program Quality Assessment

Data Collected: Formative data regarding the implementation and quality of the program

Timing & Frequency: once annually

Use of Data: Evaluate the quality of youth programs and identify staff training needs. It consists of a set of score-able standards for best practices in after school programs. It also helps measure the quality of youths' experiences and promotes the creation of environments.

Results Shared: Site Lead, Program Coordinator

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

The proposed evaluation for Youth Incentive Program is two-pronged, a formative evaluation will focus on implementation and process improvement, and a summative evaluation will focus on program impacts, ascertaining the degree to which project goals and outcomes are achieved, and follows an Objectives/Goal-Oriented evaluation approach (Fitzpatrick, Sanders, & Worthen, 2011). The evaluation will be led by the Y's Grant and Evaluation Manager. The proposed evaluation includes quantitative and qualitative methods and uses multiple measures and multiple data sources as a means of increasing the validity and accuracy of findings. Data sources will include monitoring evidence, qualitative data, and quantitative data.

The formative evaluation will be ongoing to provide process and diagnostic information for continuous improvement and for annual reporting. The summative evaluation will reflect a comprehensive synthesis of the findings related to outcomes, particularly student outcomes across all three years of the project's operation. This evaluation instrument for Youth Incentive Program will include surveys, observations, and other tools designed specifically to target the evaluation questions presented below. Data collection will begin in the fall of 2022 and continue until the end of the grant. The evaluation design includes both quantitative and qualitative methods, combined to produce a representation of the Youth Incentive Program activities and its impact. Moreover, the evaluation will make use of multiple measures and multiple data sources as a means of increasing the validity and accuracy of its findings. This plan will be reviewed and revised as needed throughout the evaluation of the Youth Incentive Program.

The evaluation goals, derived from the Youth Incentive Program' goals, that will guide the evaluation include the following evaluation questions:

1. To what extent has the Youth Incentive Program been implemented with fidelity.
2. To what extent have the goals and objectives of the Youth Incentive Program been met?
3. To what extent has Youth Incentive Program impacted student outcomes at target schools

Question 1 will examine the implementation of the Youth Incentive Program. These findings will be used for the formative component of the evaluation. Question 2 will allow the evaluation team to examine and describe how the objectives are being met as a result of the Youth Incentive Program implementation. These findings will be used for the summative component of the evaluation. Question 3 will allow the evaluation team to understand the impact of Youth Incentive Program on student academic and behavioral measures. These findings will be used for formative and summative components of the evaluation.

Evaluation data will be used to assess progress toward the outlined performance measures. If it appears the program's goals will be unable to be achieved, the evaluation process is designed to help program staff know what pivots to make in order to have the greatest positive impact on the needs the Youth Incentive Program has set out to solve.

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
Provide an academic support and character development program that provides out-of-school time care for students in East Winston.	Hire qualified staff to support program operations and provide a safe and supportive environment for children from Rolling Hills apartments, LaDeara Crest Estates, and surrounding communities.	During the 4th quarter we closed out the 2021/2022 school year having served 40 students in the after school portion of the program. On June 13, the summer program began and 147 students are enrolled with an average daily attendance of 75-100.	1) Serve 35 students in the After School Program with an average daily attendance of 25 2) Serve 50 students in the Summer Program with an average daily attendance of 45	1) Serve 35 students in the After School Program with an average daily attendance of 25 2) Serve 50 students in the Summer Program with an average daily attendance of 45
Improve student academic outcomes	1) Utilize an academic curriculum that is aligned with the North Carolina Common Core State Standards. 2) Hire Certified	Of students pre and post surveyed, we saw 50% improve in the area of Academic Self-Efficacy. Additionally, during the spring of 2022	1) After School Student Academic Self Efficacy will improve by 15% 2) 70% of students who complete the program	1) After School Student Academic Self Efficacy will improve by 15% 2) 70% of students who complete the program

	teachers to provide tutoring and homework support.	the Y partnered with Liberty East Redevelopment on the Bridging the Gap Literacy Initiative. During this initiative students had the opportunity to work with a reading specialist and a certified teacher and receive both one-on-one and small group reading instruction and support.	will maintain or improve Reading performance during the summer.	will maintain or improve Reading performance during the summer.
Improve Student Social and Emotional competencies: Positive Identity, Self Management, Contribution, Social Skills, Social Capital	1) Program staff serve as role models for students and set an example of positive social interactions. 2) Staff interact with youth in a positive, uplifting and engaging manner. 3) Utilize a curriculum that complements WS/FCS SEL focuses	Of students pre and post surveyed, we saw 50% improve in core social and emotional learning competencies.	15% of students will move from Emerging to Advanced in Social and Emotional Learning Competencies.	15% of students will move from Emerging to Advanced in Social and Emotional Learning Competencies.
Engage parents and families in student activities.	1) Hold informational sessions regarding program activities 2) Provide resource workshops on topics that include Financial Literacy and Healthy Eating.	Y staff take an individualized approach to parent/family engagement. Counselors and site leads reach out to parents to help address student academic performance and work closely with families to ensure students are completing their coursework and providing the	70% of students have an adult representative attend at least 3 engagement opportunities.	70% of students have an adult representative attend at least 3 engagement opportunities.

		<p>necessary resources to ensure student success. The program coordinator connects and communitate individually with parents at least twice throughout the year. We are utilizing traditional communications methods (Phone, Email, Rides in/out) to keep in general contact with families.</p> <p>In addition to individual contact, the program facilitated group family engagement opportunities which include a holiday celebration, Financial Literacy workshop with Experiment in Self Reliance, and a year end celebration. The program also provides opportunities for parents to volunteer to help with these events. Additionally, the program helps to meet other needs of families through initiatives such as coat drives and an onsite food pantry facilitated by our partner, Liberty East Redevelopment, and the Bright Beginnings Program facilitated by the Y.</p>		
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		Over the course of the year the Youth incentive program has three or more engagement opportunities with 100% of the parents and families served.		
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	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	147	187
FY22-23 Current Year Projected Results	50	85
FY 23-24 Next Year Anticipated Results	50	85

C.6. FY 21-22 Program Accomplishments

During the 2021-2022 fiscal year the Youth Incentive Program had the following programmatic successes.

- During the 2021-2022 School year, the Y and Liberty East Redevelopment continued our partnership to serve the youth and families of LaDeara Crest Apartments. In the winter and spring of 2022 we worked together on the Bridging the Gap Literacy Initiative which provided students with supplementary reading instruction designed to help improve overall proficiency levels. Students participated in both small group tutoring and one-on-one instructional sessions with a certified teacher two to three days a week. Additionally, each student was assessed by a reading specialist who provided the tutor with individualized instructional plans.

- In the summer of 2022, the Y partnered with the Guiding Institute of Developmental Education (GIDE) to serve the youth of East Winston at the Winston Lake Family YMCA. The program provided all-day care for 147 youth during the summer, nearly double the number of youth we initially expected. Six weeks of the program included an intentional academic intervention delivered by certified teachers and was designed to prevent summer learning loss. Of the students who were both pre and post tested, we saw that 75% maintained or improved proficiency in reading and math over the course of the summer.

C.7. FY 22-23 Key Objectives

In the 2022-2023 fiscal year the Y’s objectives for YIP include:

- The continued expansion of academic support services that assist students in achieving school success, most notability around 3rd grade reading.
- Establish a Freedom School at the Winston Lake Family YMCA and serve 50 students
- Increasing our focus on Anti-Hunger initiatives such as expanded meal service and weekend meal packs.
- Improving student Social and Emotional Competencies in the areas of Sense of Belonging and Academic Self Efficacy.

D. Organizational Capacity

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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?

Since 1888, the YMCA of Northwest North Carolina (Y) has consistently lived its mission of "Helping all people reach their God-given potential in spirit, mind, and body." The Y strengthens the community, empowering everyone to be healthy, confident and connected. Every year, the lives of more than 152,000 men, women and children are impacted by Y membership and core programs, including wellness, youth obesity prevention, education, leadership development, sports, camps, senior programs, family programs, youth development, aquatics and outreach. Engaging communities throughout seven counties (Alexander, Davie, Forsyth, Iredell, Stokes, Wilkes and Yadkin), the Association's 14 branches are committed to promoting youth development, healthy living and social responsibility. The Y works to nurture the potential of children and teens, to improve the health and well-being, and to both give back and support the community. The Y's over 3,000 volunteers are representative of the large number of diverse individuals who support the Y's mission and programs. Financial assistance is provided through the Y Open Doors program so that all can participate regardless of their ability to pay to ensure that everyone can learn, grow and thrive.

The proposed Winston Lake Family YMCA afterschool and summer camp enrichment programs (YIP) align with the Y's mission and strategic plan "Moving Our Mission Forward," supporting youth development, healthy living and social responsibility. The Y will execute a holistic approach to personal growth in our youth-serving programs to demonstrate improvement in life skills and academic proficiency. This will be accomplished by increasing access for youth so they can take advantage of Y out-of-school programming, developing and expanding programs that provide a foundation for educational preparedness and achievement for children and supporting the innovation of new and existing program models focused on strengthening families. The Winston Lake Family YMCA works to address the achievement gap by providing free after school tutorial-based programming to underserved families in our community. Snacks and dinner are provided to all after school program participants. Summer campers are all served snacks, breakfast, lunch and dinner for the six-week program. The Freedom School students retain what they learned from the previous academic year and feel more confident going into the next. Low and no-cost summer camp programs provide a safe place for youth. Character education helps students in their relationships with peers and community members as well as in academic settings. Programs help youth understand who they are and what they can achieve. Through these programs children feel connected to each other and their community.

FUNCTION (5 POINTS)

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

134

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

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The YMCA of Northwest North Carolina’s school year and summer programs serve to provide a safe and enriching environment for these students. The Y programs deliver academic support, character development, and parent involvement to meet the academic and social/emotional needs of the students. These program elements provide the foundation that young people need in their lives in order to thrive, graduate and become productive adults in this city and make a contribution back to the tax base of the city. Without this program, many youth would have a higher risk of becoming delinquents of the law, adding to the city’s crime rate. The Y programs allow for an alternative outlet, allowing for a path to success in school and in life.

Y programs target and serve many low-income/underserved youth and families throughout Winston-Salem. Programming seeks to improve literacy, values education, leadership development and self-esteem in youth with strategies to address issues that many youth of today face, such as self-worth, teen pregnancy, substance abuse, high school delinquency, juvenile crime and workforce preparation.

Y programs have shown that participants stay in school, set and achieve high goals, stay physically active and graduate. Students have access to resources that they would not otherwise have and are better prepared for success. The Y also builds strong partnerships which continue to enhance programming. Winston Lake Family YMCA works to provide youth with developmental assets, which have shown to have long-term positive effects on adolescent development, success in school, and reduction in risk-taking behaviors. Research by the Search Institute has found that the more assets a young person has, the more likely they are to be successful. Among these assets are positive relationships with caring adults, safe places to be, and opportunities to grow as individuals with meaningful contact with community members. The external assets identify important roles that families, schools, neighborhoods and youth organizations can play in promoting healthy development. The internal assets identify those characteristics and behaviors that reflect positive internal growth and development of young people. Y programs build these assets, preparing youth to be more successful in school and in life. In addition, the Y provides character education activities, such as bullying prevention with a focus on the core values of caring, honesty, respect, responsibility and faith.

Y programs are a collaborative effort that lays the groundwork for change and progress by actively encouraging positive personal growth and development among youth in targeted urban communities, supporting the City’s public education and future workforce. The Youth Incentive Program (YIP) also provides a structured and supervised environment where children can be safe after school, as well as during the summer. Programming provides mentorship, character development, academic assistance, parent engagement and health and wellness education.

The Y after school and summer programs have the components that are vital to helping at-risk youth rise above the boundaries of their environment and move toward becoming productive citizens. Ultimately, this movement reduces underemployment, homelessness, and unemployment and improves the quality of life for everyone. These programs provide a secondary benefit to working parents who may not otherwise be able to afford safe and constructive out-of-

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
After school/Summer Program Director (1)	Create monthly After school academic and enrichment curriculum. Prepare rosters for After school and summer camp. Conduct weekly/monthly meetings and trainings with program staff. Administer site visits to insure program	18	0.00 %

	quality.		
After school site supervisor	Maintain daily attendance and data on students. Communicate with parents. Insure all supplies are in hand for both the academic and enrichment activities. Oversees the daily operation of the program.	18	100.00 %
After school counselors (2)	Provide homework help, enrichment, STEM and physical activities.	18	100.00 %
After school certified teacher (2)	Provide math and reading tutoring. Assist in weekly homework help, enrichment, STEM and physical activities along with counselors.	5	100.00 %
Summer Camp Supervisors (2)	Manages site and provides program oversight, monitoring and lunch/snack/dinner prep. Maintains daily attendance and data on all students. Communicates with all staff and parents. Insures program supplies are available for activities	28	100.00 %
Summer Camp Certified Teachers (6)	Insures the Freedom School students' improve or maintain their reading and math levels over the summer. Prepares math, reading and enrichment curriculum for all students. Insures curriculum delivery and follows students' progress. The SLA will run for 6 weeks over the summer and there will also be an additional three weeks of summer camp care.	12	100.00 %
Summer Camp Counselors (8)	Implements the certified teachers' plans for enrichment activities that align with the curriculum being taught.	28	100.00 %

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
Darryl Head	President and CEO	\$255,000.00	0.00 %
Donna Rodgers	Executive Vice President and Chief Operation and Finance Officer	\$198,000.00	0.00 %
Carrie Collins	Senior Vice President and Chief Advancement Officer	\$137,804.00	0.00 %
Kenneth Pettigrew	Executive Director, Winston Lake Family YMCA REACH Center	\$80,000.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

09222022 Staff Names Org Chart.pptx (1) (1).pdf

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:

- Internal job posting and promotion- We believe strongly in internal development. As a result, many of our jobs are filled by (1) posting opportunities internally at all of our 16 branches or (2) expanding the duties of existing staff members who have demonstrated good performance. We advertise opportunities to and actively recruit part-time employees.
- External Job Posting- We use a number of venues to post jobs for external candidates. Having a very limited recruiting budget, we focus on low-cost and no-cost sources. These include the YMCA of NWNC website, National Y Vacancy List, Winston-Salem Chamber of Commerce job board, United Way website, the Hispanic League Newsletter, Winston-Salem State University, and Forsyth Technical Community College. In addition, we often send postings to our board members and ask them to circulate the postings within their networks.
- Member/ Program Participant Recruitment- For many of our part time jobs, we recruit from within our membership and program participation base. For example, students who have participated in our child care and sports programs may be recruited to serve as counselors or group exercise class participants may be recruited for group exercise instructor jobs. Because the Y serves a diverse membership base, this is an excellent source of diverse candidates. An added advantage is that candidates have demonstrated, through their own participation, that they have an understanding of, and a passion for, the type of work for which they are being hired.

Following candidate recruitment, supervisors engage in a selection process, which includes:

- Identifying which candidates meet minimum qualifications.
- Conducting phone interviews with the strongest candidates who meet minimum qualifications.
- Conducting face-to-face interviews with finalists.
- Making a provisional offer to the candidate, contingent upon successful completion of a background check and drug screen.
- Bringing the candidate on board.

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	10	4	0	13	0	0
Professionals	21	7	3	40	11	4
Technicians	10	0	0	1	0	0
Office/Clerical	2	1	0	19	3	2
Laborers/Service Workers	8	2	0	11	1	0
Total Full-Time	51	14	3	84	15	6

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 - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians						
Office/Clerical	4.41	2.3	0.81	13.63	4.53	2.44

Laborers/Service Workers	39.88	17.68	9.13	89.5	24.61	21.99
Total Part-Time/Temp	44	20	10	103	29	24

D.8.

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

2022 Association Board Roster REV. 4.10.22.docx (1).pdf

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.

****The Youth Incentive Program is currently operating. This is an application for continued funding****

The Y will provide afterschool and summer academic/enrichment programs for students from LaDeara Crest and other surrounding neighborhoods. The anticipated number of participants to be served in the after school program is 35 and it is anticipated that 50 participants will be served over the summer. Hours of operation for after school will be between 2:30-6:00PM Monday through Thursday during the school year. During the summer, the program will run from 7:00AM – 6:00PM Monday through Friday for 6 weeks. A typical after school daily schedule will consist of tutoring, homework support, a healthy snack, enrichment activities, physical activity and wellness programming, and dinner. Tutors and qualified volunteers, with the support of staff counselors, provide tutoring and homework support. The enrichment, health and nutrition components will be led by counselors in a 1:15 ratio in both after school and summer components. Enrichment components include literacy, STEM, and arts activities, as well as character education. The Freedom School fosters an environment that supports children to excel and believe in their ability to make a difference in themselves and in their families, schools, communities, country, and world with hope, education and action. The program's curriculum is aligned with the North Carolina Common Core State Standards.

Recruitment, Hiring and Training: Certified teachers from the local schools are referred by school principals and/or through self-referral. The Y will also hire teacher assistants. A job posting for all positions is included on the YMCA of Northwest North Carolina website. Interviews are conducted for selected candidates. Once the candidates have been selected, staff members begin the hiring process by completing a drug test and background check. After receiving approval to work, staff members complete training in blood-borne pathogens, sexual harassment and child abuse prevention. Staff members receive First Aid and CPR training, Child Abuse Prevention training, and any other professional training. A Y staff handbook, as well as a program policies and procedures manual are provided. Information provided and shared in these materials and at the training includes staff expectations, safety policies/procedures, as well as others. These policies and procedures topics range from appropriate staff to student ratio, check-in and parent pick-up, safety during transitions/bathroom time, positive reinforcement/behavior and more. Staff members participate in a mid-year evaluation highlighting their strengths and addressing areas for improvement. The Program Director provides in service feedback to staff members. Staff members also participate in

monthly staff meetings during the school year and weekly staff meetings during the summer program. These meetings include updates on pertinent information, professional development tools, and/or team building exercises. If the staff member is absent, the groups will be regrouped to ensure that ratios are met. Each staff member will have a student roster to ensure that students are in proper groups.

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 Y is known to the community at-large as a "Gym and Swim," with over 80% of our annual revenue has been tied to traditional, facility-based membership and programs. COVID-19 forced the Y to close our doors and cancel programs for over 6 months, compelling us to re-evaluate how we serve the community.

The help our communities during the pandemic, we learned the power of the pivot, quickly reallocating our workforce, facilities and resources to meet growing community needs around food access, education, and community health.

Despite this adversity, the Y's leadership saw an opportunity to fundamentally change our organization, making it more resilient and sustainable against future COVID-like events. This "Reinvention of our Y" consisted of a comprehensive organizational and departmental restructure focused on centralizing three core product areas: Member Experience, Wellness Experience, and Youth Development experience. As a part of this process, Experience Area leadership began to reimagine how we deliver services to the community with the goal of diversifying revenue streams.

in 2020 and 2021, after initial COVID shut downs, the Y was able to operate the Youth Incentive Program at the YMCA REACH Center. From June, 29, 2020 through August 23, 2021, YIP provided families with full day (7:00am - 6:00pm) programming, five days a week. During this time the program provided academic and remote learning support, helping families navigate virtual learning during the 2020/2021 school year and helped to prepare student for their return to the classroom in the fall of 2021

As a result, the Y has the experience and established best practices, as a result of our work to help us mitigate potential service interruptions and continue to provide services.

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)?

At the Y, we believe that everyone, regardless of age, gender, race, religion, or ethnicity, deserves the opportunity to grow, thrive, and be successful. Our Open Doors Program helps anyone in the community who desires to become part of the Y family. We frequently assist:

Youth referred by schools, churches and organizations Adults (and their families) who are temporarily out of work, Adults on fixed incomes, and Single parent families. The level of assistance depends on the extent of need and the cost of programs. No one is turned away from the Y because of an inability to pay. The Open Doors Program is possible through the generosity of donors to our Annual Impact Fund. All money raised through our Annual Giving Campaign goes directly to provide assistance through our Open Doors Program. The YMCA also receives funding as a participating United Way Agency. With information on income and family size, we can award assistance in a fair and consistent manner. We use these procedures to ensure that everyone receives equal consideration.

E. Cost Effectiveness

Case Id: 16215

Name: YMCA of Northwest North Carolina - Youth

Completed by j.lagesse@ymcanwnc.org on 11/18/2022 4:27 PM

Address: *No Address Assigned

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	\$24,463,428.00	\$24,691,868.00	\$27,353,727.00
Fundraising	\$774,562.00	\$674,580.00	\$881,210.00
Management and General	\$3,003,226.00	\$3,021,711.00	\$3,492,819.00
Total Expenditures by Program	\$28,241,216.00	\$28,388,159.00	\$31,727,756.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$13,223,776.00	\$13,027,030.00	\$14,739,881.00
Employee Benefits	\$2,946,735.00	\$2,721,173.00	\$3,300,321.00
Facility Rent and Utilities	\$4,090,087.00	\$4,247,333.00	\$4,698,667.00
Training and Conference Registration	\$137,795.00	\$73,252.00	\$142,656.00
Membership and Dues	\$324,076.00	\$342,151.00	\$387,909.00
Travel and Transportation	\$291,744.00	\$352,851.00	\$433,674.00
Grants to Individuals and Organizations	\$40,000.00	\$24,900.00	\$30,000.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$17,735.00	\$36,691.00	\$28,820.00
Other Contracted Services	\$1,361,377.00	\$1,392,443.00	\$1,544,754.00
Other Operating Expenditures	\$3,479,211.00	\$3,709,274.00	\$3,977,865.00
Capital Outlay	\$2,328,680.00	\$2,461,061.00	\$2,443,209.00
Total Expenditures by Category	\$28,241,216.00	\$28,388,159.00	\$31,727,756.00

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$66,000.00	\$66,000.00	\$90,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$50,537.00	\$60,502.00	\$74,507.00
Federal Government	\$2,825,124.00	\$1,833,646.00	\$2,340,191.00
Admissions/Program Revenues/Sales	\$7,030,179.00	\$7,372,841.00	\$8,186,253.00

Memberships	\$14,945,671.00	\$15,821,302.00	\$17,387,792.00
Donations	\$2,628,128.00	\$2,442,562.00	\$2,665,476.00
Foundation Grants	\$277,020.00	\$332,369.00	\$521,580.00
Interest and Investment Income	\$91,790.00	\$95,238.00	\$115,676.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$326,767.00	\$363,699.00	\$346,281.00
Total Revenues by Category	\$28,241,216.00	\$28,388,159.00	\$31,727,756.00

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

Other operating expenditures include equipment leasing, marketing, and insurance. Other Revenues include facility rental and management fee revenue. Federal government resources include Grants and PPP funding.

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
2022	General Fund	\$66,000.00
2021	General Fund	\$66,000.00
2020	General Fund	\$66,000.00
2019	General Fund	\$66,000.00
2018	General Fund	\$66,000.00

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
Salaries/Taxes/Benefits	\$80,000.00	\$9,127.00	YMCA Annual Impact Fund
Program Supplies	\$10,000.00	\$16,292.00	YMCA Annual Impact Fund/Grant Funds
Travel and Training	\$0.00	\$10,200.00	YMCA Annual Impact Fund
Facility	\$0.00	\$3,000.00	YMCA Annual Impact Fund
	\$90,000.00	\$38,619.00	

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.

Salaries/Benefits - City resources help to cover the cost of the Site Leads, Counselors and Teachers to provide academic tutoring, homework help and enrichment activities for up to 35 students during the after school time for four days a week from 2:30p.m. until 6:00p.m. It also helps to cover positions for up to 50 students during the summer to participate in a Freedom School, five days a week for 6 weeks. Summer camp hours covered are from 7:00a.m. until 6:00p.m. - \$80,000.00

Program Supplies - City resources help to cover the cost for curriculum and enrichment supplies to support the After School Academies and Summer Camp. - \$10,000.00

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.

LaDeara Crest Estates and Liberty East Development are instrumental in the continued operation of YIP. They provide facility space in the community center at LaDeara Crest and assist with a number of community events throughout the year.

The Y has partnered with Winston-Salem/Forsyth County Schools for more than 35 years in participating in a Data Sharing Project that allows access to student academic and behavioral data for the purpose of monitoring outcome indicators. The Y is working closely with the school system to assist in identifying potential program participants and staff members.

Students from Winston-Salem State University and Wake Forest University provide tutoring assistance and mentorship to students assisting with our goals around academic support.

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.

The 2023/2024 fiscal year the Y will be requesting additional funding to establish a Freedom School at the Winston Lake Family YMCA. Freedom Schools were founded by the Children's Defense Fund and provide students with rich, culturally relevant instruction and books that deepen their understanding of themselves and all they have in common with others in a multiracial, multicultural democratic society. The program is designed to prevent summer learning and empowers students to believe in their ability and responsibility to make a difference while instilling in them a love of reading. Additionally, the Children's Defense Fund provides a curriculum that aligns with state educational standards, high quality professional development, and helps to train program staff on curriculum implementation. For this reason the Y has increased our request from \$66,000 to \$90,000. If we do not receive the full award amount we will have to either reduce the proposed number of youth served or reduce the number of days that the program operates to match the availability of funding.

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.

The Y will continue to seek support through the Y's Annual Impact Fund and additional governmental, foundation, and corporate grants. The other leveraged funding comes from the Y Annual Giving Campaign and is allocated to programs on an annual basis based on needs. Funds from the Annual Giving Campaign for this program are firm for this next funding cycle. The Y is consistently making efforts to diversify funding for this program and in 2023/2024 we have already seen an increase of over \$30,000 additional funding through other philanthropic efforts.

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.

Over the last 2 years it has become more difficult to recruit students into the after school portion of the program. One of the main factors contributing to this issue is the increase in after school providers serving East Winston. For example, two of the three elementary schools our students attend now have on site after school programs. To address this barrier the Y will partner with other community based organizations to identify and recruit students and families into the program. In the summer of 2022 the Y partnered with the Guiding Institute for Developmental

Education and was able to double the number of students we anticipated serving. Additionally, the is working more closely with Liberty East Redevelopment to not only recruit students but to also provide additional wrap around services to families. Our goal is to take a more holistic approach and work to address family needs that exist outside of the after school program.

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

We do not anticipate any institutional barriers for the 2023-2024 fiscal year.

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:	90000
Number proposed to be served for the year:	85
Average City funds per beneficiary:	1058.82
Proposed funds from all sources:	128619
Number proposed to be served for the year:	85
Average total funds per beneficiary:	1513.16

F. Required Documents

Completed by j.lagesse@ymcanwnc.org on 11/17/2022 3:57 PM

Case Id: 16215

Name: YMCA of Northwest North Carolina - Youth

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

YMCA - Conflict of Interest Policy.pdf

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

YMCA NWNC 2021 Form 990 Public Disclosure.pdf

Organization By-Laws *Required

YMCA NWNC Bylaws (1).pdf

Articles of Incorporation *Required

Articles of Incorporation - YMCA of Northwest NC.pdf

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

YMCA - Employee Handbook - Includes Civil Rights - Non-Discrimination.pdf

YMCA - Cost Principles.doc

YMCA - Procurement Policy.docx

YMCA - Property Management Policy.docx

YMCA - Records Retention Policy.docx

IRS 501(c)3 Designation Letter *Required

IRS501c3Letter YMCANWNC (1).pdf

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

YMCA NWNC Fin Stmts 2021.final.pdf

YMCA NWNC Fin Stmts 2020.final.pdf

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

***Required**

NC Solicitation License Exemption.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 16215

Name: YMCA of Northwest North Carolina - Youth

Address: *No Address Assigned

Completed by j.lagesse@ymcanwnc.org on 11/17/2022 3:58 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 j.lagesse@ymcanwnc.org on 11/17/2022 3:58 PM

Case Id: 16215

Name: YMCA of Northwest North Carolina - Youth

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 j.lagesse@ymcanwnc.org on 11/17/2022 3:58 PM

Case Id: 16215

Name: YMCA of Northwest North Carolina - Youth

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 j.lagesse@ymcanwnc.org on 11/17/2022 3:58 PM

Case Id: 16215

Name: YMCA of Northwest North Carolina - Youth

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

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Case Id: 16215

Name: YMCA of Northwest North Carolina - Youth

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.

Jason R. Lagesse

Electronically signed by j.lagesse@ymcanwnc.org on 11/18/2022 4:27 PM

IDIS Setup

No data saved

Case Id: 16215

Name: YMCA of Northwest North Carolina - Youth

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