

A. Organization & Contact Information

Case Id: 14462
Name: YWCA of Winston-Salem - 2022/23
Address: *No Address Assigned

Completed by casieh@ywcaaws.org on 11/19/2021 8:45 AM

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

YWCA of Winston-Salem & Forsyth County

A.2. Project/Program

Hawley House

A.3. FY 2022-23 Funding Request Amount

\$48,160.00

A.4. Agency's Total Operating Budget

\$2,389,008.00

A.5. Mailing Address

318 Indera Mills Court Winston-Salem, NC 27101

A.6. Project/Program Location Address

941 West Street Winston-Salem, NC 27101

A.7. Organization Website

www.ywcaaws.org

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

1914

A.9. Organization Fiscal Year

July 1 - June 30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Christy Respass

A.13. Email

christyr@ywcas.org

A.14. Phone

(336) 971-9069

CONTACT

A.15. Name, Title

Casie Hammons

A.16. Email

casieh@ywcaaws.org

A.17. Phone

(336) 722-5138

BOARD CHAIR

A.18. Name

Romaine Sargent

A.19. Term Expiration

07/31/2021

A.20. Email

romaine.sargent@hanes.com

A.21. Phone

(336) 519-5355

B. Project Overview

Completed by casieh@ywcaaws.org on 11/19/2021 8:45 AM

Case Id: 14462

Name: YWCA of Winston-Salem - 2022/23

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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?

Hawley House is the only state-licensed residential recovery facility in Forsyth County for women diagnosed with Substance Use Disorder. More than 80% of Hawley House residents have been previously incarcerated. In the past ten years, only one Hawley House graduate has returned to incarceration, and she has subsequently been released. Staff and volunteers at Hawley House provide integrated solutions for residents to help them become physically and mentally healthy women, free of mind-altering substances, and productive members of our community. We do this work in collaboration with a variety of community organizations. The Hawley House staff introduces the residents to a vast support network and provides transportation and intensive guidance to the residents. The primary outcome measure of the Hawley House program is for graduates to remain substance-free and living independently one year from graduation.

Staff and volunteers at Hawley House also offer Project New Start, a program that provides structure and support to incarcerated women at the Forsyth County Detention Center, and women recently released, to ensure successful outcomes as they reintegrate into our community. Through weekly classes at the Center, Project New Start helps participants establish an individual post-release plan with guidance and information on how to access resources to achieve their goals. Under normal circumstances, 35 unique women participate in the classes each month. Since the pandemic, we have not been able to go to the Forsyth County Detention Center to hold Project New Start classes, but we look forward to resuming them when the pandemic restrictions allow. Project New Start also provides limited emergency financial assistance to help participants with housing and basic needs as they reestablish themselves upon release. These emergency funds are typically extended to 5-9 women a year and cover needs such as utility bills, rent assistance, groceries, medication, and even clothing and school supplies for their children. We have been able to continue this service during the pandemic.

In 2020 we finalized our expanded capacity of Hawley House from 6 to 9 beds. This expansion is especially important considering that Winston-Salem has the lowest percentage of recovery beds per capita for women than other major cities in North Carolina, and the pandemic has increased the number of women dealing with addiction.

In 2021-22 the City provided an operating grant of \$13,500 from the SOAR funds to Hawley House. For 2022-23, we respectfully request an additional \$34,660 to help support the salary and benefits for an additional Hawley House staff member to accommodate the growth in the number of residents served. Hawley House operates 7 days a week/365 days a year. Our current staffers have been working upwards of 70 hours per week during the pandemic to help meet the need. An additional full-time employee would allow the Hawley House to implement an innovative staffing plan to reduce turnover, increase staff coverage and productivity. This new plan will allow staff to work four days on (12-hour shifts) and three days off. This will ensure that we can fully utilize our expanded capacity and residents receive the attention and support they require to successfully develop and achieve their goals. Post-pandemic we are experiencing

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2 of 27

significantly higher levels of stress and anxiety and clients with dual diagnoses substance use disorder and mental health.

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

Hawley House is listed for referrals with the following agencies: The Drug & Alcohol Council of N.C., the N.C. Department of Corrections Division of Alcoholism & Chemical Dependency Program, the Area Substance Abuse Facility Locator, Daymark Recovery Services, Insight Human Services, the BATS program, Forsyth Jail and Prison Ministries, Novant Behavioral Health & Detox Units, Atrium Wake Forest Baptist Behavioral Health & Detox Units, Old Vineyard Behavioral Health, Addiction Recovery Care Association (ARCA), Monarch NC, Salvation Army Federal Halfway House, and Project Re-Entry. Hawley House is the lead agency for ARCA referrals for women.

The Hawley House Residential Program is introduced to Project New Start participants who may want further services. Some subsequently become residents at Hawley House. To date, only one of the 30 previously incarcerated women who graduated from the Hawley House program has returned to prison and she was subsequently released.

The program director and the counselor for Hawley House interview the women who are referred to determine if they are ready for the program and are likely to be successful given the program parameters. Each resident has a one month probationary period.

When a woman is accepted into the program, all basic needs are met -- housing, food, clothing and transportation. As the women become employed and are able, they pay \$200 per month in rent and are encouraged to save \$100 per month for use when they graduate. The staff work with the client to develop her Person-Centered Plan. The person-centered plan is critical to the recovery of a client. The plan is a comprehensive treatment plan tailored specifically for each client. These plans are part of our license with the State of North Carolina and they address: legal issues, probation, work with Department of Social Services, medication administration, substance abuse counseling, and mental health counseling. A beneficial outcome will be the direct result of the client's making a commitment to participate in any and all necessary programming. As a result of their participation in the Hawley House program, they will become employed, have a continuing support system, reunite with their families, and have secure housing.

Prior to discharge, clients complete a Wellness Recovery Action Plan, consisting of goals related to weekly AA/NA meetings and regular contact with their sponsor; family reunification; remaining employable; taking medication as prescribed; and optional monthly sessions with the substance abuse counselor. At graduation, clients receive a certificate of completion. All clients who complete the residential program, may choose to enter the six-month aftercare program.

The Administration at the Forsyth County Detention Center publicizes Project New Start to women who are incarcerated there, and the women can sign up for the classes.

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

During the Covid pandemic, "More than 40 states have reported increases in opioid-related mortality as well as ongoing concerns for those with a mental illness or substance use disorder." (AMA Advocacy Resource Center, 10-31-2020)

"For those in recovery from an SUD, social support is crucial since social isolation is a risk factor for relapse."(https://www.drugabuse.gov/sites/default/files/final_faqs_for_covid19page_051820_optimized.pdf.)

Trends reported below have been exacerbated by the pandemic.

- The U.S. reached the grim milestone of 100,000 drug overdose deaths annually, a sign that the opioid crisis deepened at the height of the Covid-19 pandemic.
- 19.5 million females (or 15.4 percent) ages 18 or older have used illicit drugs in the past year. Women who use drugs may also experience more physical effects on their heart and blood vessels. Women who are victims of domestic violence are at increased risk of substance use.
- In 2019 34.3 million women had a mental illness / substance use disorder - an increase of 6.8% over 2018
- Opioid-related deaths increased by 53% prior to the pandemic. That number has only increased as we continue to battle COVID-19 and its aftermath
- About one-quarter of women released from prison fail within 6 months (i.e., have an arrest for a new crime), one-third fail within a year, and 2/3 fail (68.1%) five years out from release.
- Research of female psychological development illuminates how female identity, self-worth, and sense of empowerment is defined by and through relationships with others. This is in contrast to males for whom the major development issues are achieving autonomy and independence.
- For many justice involved women, their children are often the motivating factor for their resistance from crime.
- A great percentage of women (37%) than men (28%) report incomes of less than \$600 per month prior to their arrest.

In Forsyth County, the number of opiate-related deaths increased from 13 in 2005 to 53 in 2015 – an increase of over 300%, as compared to a 73% increase in all of North Carolina over that same period. Source: NC Office of the Governor. <https://governor.nc.gov/news/county-county-figures-opioid-crisis-north-carolina>.

In Winston -Salem, Hawley House is the only state-licensed residential re-entry program for women with substance use disorder. As indicated in the facts above, women leaving incarceration, especially those with substance use disorder, need a safe, proven, evidenced-based program that establishes policies and procedures that will help them make visible progress in their attitude and behavior as they grow emotionally, psychologically, physically and spiritually.

Through Project New Start, participants begin to establish goals for their life post-release and learn how to access the services they need. The women establish Goals for Achievement which help them track and fulfill their needs as discussed in the weekly group. Many of the Hawley House community partners can assist women in Project New Start with physical, mental, psychological needs and with basic needs like obtaining identification, referrals, and transportation.

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?

Initial intake for Hawley House comes from referrals from community agencies mentioned in B.2. above. Referral candidates, including those from the Forsyth County Detention Center, must have successfully completed detox before they can be considered eligible for intake.

Hawley House and Project New Start work through collaborations with a number of agencies to address the complex needs of the participants in the program. Many program participants have coexisting Hep C and mental health needs and need to establish connections for medical care, job referrals, and on-going mental health support.

Hawley House staff refer residents to the Downtown Health Plaza of Atrium Health Wake Forest Baptist (DHP) for healthcare. From the DHP evaluations, physicians create plans to address any physical/mental health concerns. Lab work is done and medications are prescribed. All clients are referred to the Financial Assistance Program at the DHP to help pay for upcoming appointments. Clients receive medication refills through Crisis Control. Monarch and Daymark Recovery Services provide continued treatment and mental health assessments.

Hawley House is a vendor with NC Vocational Rehabilitation (VR). VR provides each eligible client with a month of rent assistance as well as vocational training and/or job readiness, which is a critical component of a residents' Person-Centered Plans. In 2019, Hawley House added Cape Fear Vocational Rehabilitation to supplement job-readiness needs that exceed the scope of VR. Goodwill and Forsyth Technical Community College assist with training in soft skills and provide specific scholarships for additional classes based on an individual assessment to increase job readiness.

Local church groups provide bus passes for participants. Additionally, Goodwill gives Hawley House residents clothing at no charge. Scan Exchange provides parent training classes for women who need support with parenting skills, and Positive Alliance provides support for women with HIV-Aids. Experiment in Self Reliance assists Hawley House residents with the complex issues of self-sufficiency and provides support and resources to establish independence. Forsyth County Social Services assists Hawley House residents with additional needs assessed on an individual basis. Green Tree offers life skills workshops the women attend.

These partner agencies help ensure that participants are successful in meeting their individual goals. Staff at the Hawley House maintain records of all attended meetings and services received by residents and the outcomes, thus providing oversight and performance measurement.

C. Strategy and Performance

Completed by casieh@ywcaaws.org on 11/19/2021 8:45 AM

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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):

Healthy Environment

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.

All clients turn in documentation including attendance at AA/NA meetings, sponsor contact, medication count, drug screening, signed release forms for Hawley House staff to speak with partnering organization about the client, and an evaluation of progress. An Excel spread sheet is used to track these program data. This information is reviewed weekly by staff.

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

If a resident is not complying with house rules such as no substance use, she is terminated from the program. Depending on the circumstances, the woman may have an opportunity to re-enter the program at a later date.

Attach participant/program data sample report

 **Participant/Program Data Sample Report *Required**

Budget Report October 2021.xlsx

Draw request letter_October 2021.docx

SOAR Report October 2021.docx

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 20-21 Previous Year Results	FY 21-22 Current Year Projected Results	FY 22-23 Next Year Anticipated Results
70% of Hawley House graduates pursuing/achieving post-graduation success rate. Success rates based on being substance free and self-sufficient.	Staff provides orientation, counseling, referrals, transportation, supervision, and development of Person-Centered and Wellness Recovery Action Plans. Staff provides an elective post-recovery program.	The COVID-19 pandemic reduced the number served. 9 of 10 (90%) continued to pursue goals - a good success rate.	83% achieving continued success post-graduation At least 20 women received assistance from the Hawley House program through counseling, referrals, community assistance, etc.	83% achieving continued success post-graduation At least 20 women received assistance from the Hawley House program through counseling, referrals, community assistance, etc.
Provide regular Project New Start classes at Forsyth County Detention Center once pandemic precautions allow.	Staff and trained volunteers hold weekly sessions at the Detention Center. An average of 35 unduplicated women per month x 12 months = 420, once classes resume post-Covid.	Wasn't able to hold sessions due to COVID-19 restrictions	0 - Sessions suspended due to COVID	Serve 35 women per month when Detention Center reopens for visitation 12x35=420

	Total Unduplicated Number Served	Total Number Served
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FY 20-21 Previous Year Results	20	20
FY 21-22 Current Year Projected Results	20	20
FY 22-23 Next Year Anticipated Results	20	20

C.6. FY 20-21 Program Accomplishments

- * 9 of 10 residents and graduates pursuing 12-month goal post graduation of being substance free and living independently had been previously incarcerated
- * At least 20 women received assistance from the Hawley House program through counseling, referrals, community assistance, etc.
- * 1 recent graduate from Hawley House, gained employment and was able to purchase a car for herself
- * 2 graduates obtained their peer-support specialist certificates and are either employed or volunteer with the Hawley House
- * 5 graduates achieved their 12-month goal post graduation
- * Received Winston-Salem Foundation Womens' Fund and Cardinal Innovations grants to cover additional counseling required by residents during early months and uncertainties of Covid-19 pandemic

C.7. FY 22-23 Key Objectives

- * Serve 9 women at a time in residence at Hawley House throughout the year
- * Over 70% of graduates pursuing/achieving 7–12-month post-graduation goals of being substance free and living independently
- * Over 70% of residents and recent graduates pursuing/achieving 6-month goals post-graduation, respectively
- * At least 20 women received assistance from the Hawley House program through counseling, referrals, community assistance, etc.
- * Success with fundraising for Hawley House to support new staff position for the long-term
- * Resume Project New Start with weekly meetings
- * Collaborate with the Wells Center for women who were previously incarcerated

Attach participant/program data sample report

Documentation

 **Participant/Program Data Sample Report**

- Budget Report October 2021.xlsx
- Draw request letter_October 2021.docx
- SOAR Report October 2021.docx

D. Organizational Capacity

Completed by casieh@ywcaws.org on 11/19/2021 8:46 AM

Case Id: 14462

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Address: *No Address Assigned

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 1908, the YWCA of Winston-Salem and Forsyth County has been affiliated with the national YWCA whose mission is "eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all."

Every day we turn on the lights and open the doors to answer the cry for justice. We will not stop until injustice is rooted out, institutions are transformed, and until the world sees women, girls, and people of color the way we do: Equal, Powerful, Unstoppable

The local YWCA offers programs and services designed to address the effects of systemic racism and support equity in the following areas:

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

The Hawley House became part of the YWCA in 1998 at the request of the United Way and the City of Winston-Salem. The Hawley House and Project New Start programs are beautifully aligned with the YWCA's mission to empower women.

Staff and volunteers in the YWCA's Supportive Services Department provide integrated solutions for Hawley House residents to help them become physically, mentally and spiritually healthy women, free of addictive substances and productive members of society.

Project New Start, which began in 1966, supports women incarcerated at the Forsyth County Detention Center through weekly meetings which encourage the women to develop post-release goals and provide information about accessing the social services available to them. Emergency assistance funds are provided on a limited basis to help the women overcome barriers to their success upon reentry.

FUNCTION (5 POINTS)

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

113 years

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

Hawley House has a solid track record of reduced recidivism which reduces costs significantly for Forsyth County. More importantly, we have a track record with 90% of graduates remaining substance free the last three years prior to the pandemic. We have reunited over 90 children with their mothers in the past decade. Our graduates become productive members of society. Hawley House and Project New Start have a long history of service in Forsyth County.

Hawley House helps women with substance use disorder turn their lives around in the only state-licensed residential program for women in Forsyth County. For 23 years, it has operated 24 hours a day/7 days a week and is listed for referrals with several agencies: The Drug & Alcohol Council of N.C., N.C. Department of Corrections Division of Alcoholism & Chemical Dependency Program, the Area Substance Abuse Facility Locator, Daymark Recovery Services, Insight Human Services, the BATS program, Forsyth Jail and Prison Ministries, Novant Behavioral Health& Detox Units, Atrium Health Wake Forest Baptist Behavioral Health & Detox Units, Old Vineyard Behavioral Health, Addiction Recovery Care Association (ARCA), Monarch NC, and Project Re-Entry. Hawley House is the lead agency for ARCA referrals for women.

Approximately 8-12 women were served through the residential program at Hawley House each year over the past three years, with a one-year post-graduation success rate of 85 percent.

We anticipate Project New Start happening again post-pandemic where staff will meet with an average of 420 women annually at the Forsyth County Detention Center to provide information about post-release community services. In addition, 80% of Hawley House residents have been previously incarcerated; and, to date, 96% of the 30 previously incarcerated women served at Hawley House have not returned to prison.

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
Supportive Services Director	Responsible for all day-to-day operations of the Hawley House. Manages all aspects of resident life to include job readiness and placement, transportation and access to healthcare, 12 step programming and life skill development, and all aspects of social, emotional and physical needs as required by individual development plans created with clients. Also responsible for community collaborations, grant reporting, United Way funded relationship, fundraising.	40	26.00 %
Case Manager	Perform substance use assessments, help clients develop their Person-Centered Plans and Wellness Recovery Action Plans, and work closely with the Hawley House Director to anticipate and respond to problems as they arise. Also assists with the Project New Start program	40	0.00 %

	when we can return to the Detention Center for classes.		
Program Assistant	Administrative responsibility for tracking clients and client services and reporting on outcomes. Responsible for implementing programs for clients participating in Project New Start post incarceration program. Schedules transportation and sometimes drives client groups to access services. Interviews clients and assesses needs. Performs other duties as assigned by the Vice President	40	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
Denita Mitchell	Supportive Services Director/Hawley House Director	\$55,440.00	26.00 %
Jacqueline Powell	Case Manager	\$34,160.00	0.00 %
New Candidate	Program Assistant	\$34,160.00	100.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

Organizational Chart 2020-21.docx

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:

Per the YWCA Personnel Policies:

The YWCA of Winston Salem/Forsyth County is an equal opportunity employer. Discrimination in employment opportunity on the basis of race, color, religion, gender, national origin, age, disability, sexual orientation, or any other characteristic protected by law is absolutely prohibited.

Our policy of equal opportunity is applicable to every aspect of employment including recruitment, advertising, hiring, compensation, benefits, staff development and training, promotion, transfer, layoff, and termination. Any person who believes he or she is being discriminated against or has knowledge of such conduct MUST immediately report the incidents and facts to a supervisor, member of the management team, or the Chief Executive Officer. Following a report of discrimination, a review and confidential investigation will be conducted and appropriate corrective action will be taken. A person who makes a complaint of discrimination or cooperates in the investigation of an alleged incident will not be affected adversely as a result.

Per the policy on hiring process:

4. Where appropriate, vacancies will also be advertised within the community, such as through advertisements in the Winston-Salem Chronicle, Winston-Salem Journal, and Que Pasa. An application for employment must be completed and signed by all external applicants and a resume may be attached. A resume, by itself, is not considered an application for employment. The Contact Person listed on the Vacancy Notice will also be responsible for reviewing all external applications and determining which of those applicants will be interviewed.

With the emergence of social media and hiring websites, positions are often advertised on Indeed, Craig's List, etc. to extend the reach of the advertising and diversify the pool of candidates.

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			3	2	
Professionals		2		2	2	
Technicians						
Office/Clerical					2	
Laborers/Service Workers					3	2
Total Full-Time						

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						1
Laborers/Service Workers		15		16	28	3
Total Part-Time/Temp						

D.8.



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

202122 Board Roster.docx

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.

As membership continues to increase at the YWCA Wellness Center, we will be able to fund the Hawley House position with a combination of membership revenue, grants, and gifts. City funding for the Hawley House staff salary will help the YWCA bridge the time until it can fully fund the Hawley House position with budgeted revenue.

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 YWCA board recognized the need to do something different given the challenge of debt and emerging community needs. Consequently, they hired a CEO with 17 years of corporate experience in 2012, it sought to balance the 100 years of nonprofit experience among the YWCA leadership team. This decision has allowed the YWCA to infuse its practices with sound business principles. As a result, the organization has been able to make tough decisions both to sustain the organization and to achieve greater impact with its mission programs. The YWCA exited duplicative programs allowing focus on our unique mission and the highest community needs.

The staff and board established a strategic plan and immediately, the organization focused on cash flows and debt resolution. The need for better accounting, membership, and donor software was identified and resolved. The greatest challenge facing the organization was resolution of the \$12 million debt on the YWCA's Gateway Building which opened the year before the Great Recession of 2008-09. For four years, staff participated in intensive explorations with potential partners for the building. With three of the four YWCA programs not located at the Gateway facility, the YWCA leadership opened their minds to selling the building, if necessary, to resolve the debt. After all, the mission was more important than the building. In 2019, the YWCA sold the Gateway Building, resolving \$12MM in debt, and retaining a long-term lease to operate its wellness programs at the building. This process required full transparency with all stakeholders, ultimately leading to increased support and assistance in finding a solution. Our steadfast focus on who we serve, along with tenacity, allowed us to stay the course, not giving up until we found a solution that worked for all. A true win win.

In March 2020, in response to the pandemic the YWCA was able to swiftly respond to the community crisis and accommodate the rapidly changing community needs. Remaining nimble allowed us to alter methods of program delivery and expand services. This led to securing additional grants and forgivable loans. Each area we serve has been hit hard by the pandemic, and we expect this demand to continue for the foreseeable future.

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)?

Hawley House receives referrals from a variety of sources --The Drug & Alcohol Council of N.C., the N.C. Department of Corrections Division of Alcoholism & Chemical Dependency Program, the Area Substance Abuse Facility Locator, Daymark Recovery Services, Insight Human Services, the BATS program, Forsyth Jail and Prison Ministries, Novant Behavioral Health & Detox Units, WFBMC Behavioral Health & Detox Units, Old Vineyard Behavioral Health, Addiction Recovery Care Association (ARCA), Monarch NC, Salvation Army Federal Halfway and Project Re-Entry. Hawley House is the lead agency for ARCA referrals for women.

All women are eligible for consideration for admission. Eligibility determination takes into consideration Substance Abuse/Mental Assessments, completion of application and interview. During the interviews, we determine the client's willingness to accept Hawley House requirements that support recovery.

E. Cost Effectiveness

Case Id: 14462

Name: YWCA of Winston-Salem - 2022/23

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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 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Program Services	\$1,540,566.00	\$1,402,735.00	\$1,535,878.00
Fundraising	\$70,000.00	\$70,166.00	\$70,166.00
Management and General	\$272,217.00	\$259,924.00	\$283,419.00
Total Expenditures by Program	\$1,882,783.00	\$1,732,825.00	\$1,889,463.00

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$1,029,044.00	\$915,213.00	\$1,078,920.00
Employee Benefits	\$240,643.00	\$277,069.00	\$287,024.00
Facility Rent and Utilities	\$188,769.00	\$186,131.00	\$191,769.00
Training and Conference Registration	\$750.00	\$750.00	\$750.00
Membership and Dues	\$17,500.00	\$17,500.00	\$17,500.00
Travel and Transportation	\$32,340.00	\$29,093.00	\$32,500.00
Grants to Individuals and Organizations	\$7,000.00	\$7,000.00	\$7,000.00
Contracted Fundraising Services	\$10,000.00	\$600.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$210,300.00	\$140,918.00	\$112,000.00
Other Operating Expenditures	\$148,437.00	\$158,551.00	\$162,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$1,884,783.00	\$1,732,825.00	\$1,889,463.00

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$13,500.00	\$13,500.00	\$48,160.00
Forsyth County	\$181,000.00	\$181,000.00	\$181,000.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$313,591.00	\$180,083.00	\$299,544.00

Memberships	\$180,000.00	\$192,665.00	\$212,165.00
Donations	\$410,000.00	\$410,000.00	\$410,000.00
Foundation Grants	\$281,300.00	\$281,300.00	\$281,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$505,392.00	\$409,795.00	\$457,594.00
Total Revenues by Category	\$1,884,783.00	\$1,668,343.00	\$1,889,463.00

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

Other Operating Expenditures are program related expenses; Other Revenues is United Way

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	SOAR	\$13,500.00
2019	SOAR	\$13,500.00
2018	CDBG Rehabilitation	\$117,058.83
2017	SOAR	\$13,500.00
2016	SOAR	\$13,500.00

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
HH Salaries	\$48,160.00	\$41,440.00	YWCA Budget
HH Operations	\$0.00	\$90,000.00	United Way
HH Operations	\$0.00	\$33,382.00	Foundation Grants
HH Operations	\$0.00	\$25,000.00	Forsyth County
HH Operations	\$0.00	\$23,500.00	Other gifts and grants
	\$48,160.00	\$213,322.00	

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.

Funds from the city will be used to support a portion of the salary and benefits for a new staff member at the Hawley House.

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.

There is no stakeholder or agency providing non-monetary assistance.

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 YWCA requests \$ 48,160 in order to provide salary and benefits for a new employee who will provide services for the 50% increase in the number of women at the Hawley House in 2022-23.

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 YWCA Hawley House receives funding through grants, donations and the United Way. We continue to increase our funding streams to strengthen the program's ability to serve more women in our community in a way that directly meets their needs, facilitates successful life outcomes, and reduces the odds of relapse. Current major funders include the Winston-Salem Foundation's Women's Fund, St Paul's Episcopal Church, First Presbyterian Church, River Oaks Church, Herbalife Family Foundation, and Forsyth County. In addition, there are several other local churches and individuals that support the house and the women who are living there. We continue to seek funding from additional donors.

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 major barrier is having the money it takes to expand services at Hawley House. The plans for sustaining the project (as mentioned above) will be implemented.

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

Staff turnover at the Hawley House has become more prominent during the COVID-19 pandemic. With the implementation of the new staffing strategy - where each employee will work four 12-hour days at the Hawley House and have three days off, we feel this strategy will not only allow the Hawley House to operate more effectively, but it will also reduce employee turnover and increase morale overall.

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:	\$48,160
Number proposed to be served for the year:	20
Average City funds per beneficiary:	\$2,408
Proposed funds from all sources:	\$272,724
Number proposed to be served for the year:	20
Average total funds per beneficiary:	\$13,636

F. Required Documents

Completed by casieh@ywcaaws.org on 11/16/2021 3:21 PM

Case Id: 14462

Name: YWCA of Winston-Salem - 2022/23

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 09-10.doc

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

YWCA 2019 Final 990 Public Disclosure Copy.pdf

Organization By-Laws *Required

By-Laws Updated 2014.doc

Articles of Incorporation *Required

Articles of Incorporation.pdf

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

Finance Policies - Updated 2017.doc

Employee Handbook.docx

IRS 501(c)3 Designation Letter *Required

YWCA 501c3 letter.pdf

Audited Financial statements or third-party review from 2019 and 2020. *Required

YWCA Most Recent Audit and 990 as of 11-18-20.pdf

Printed By: Rene Williams on 1/28/2022

18 of 27

audit19.final.pdf

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

***Required**

Secretary of State Active Status Confirmation.docx

Participant/Program Data Sample Report *Required

Budget Report October 2021.xlsx

Draw request letter_October 2021.docx

SOAR Report October 2021.docx

Other

YWCA2019_case statement_v4.pdf

G. Income Based Projects/Services Only

Case Id: 14462
Name: YWCA of Winston-Salem - 2022/23
Address: *No Address Assigned

Completed by casieh@ywcaws.org on 11/18/2021 12:23 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

N/A

H. Construction/Rehab Only

Completed by casieh@ywcaaws.org on 11/18/2021 12:23 PM

Case Id: 14462

Name: YWCA of Winston-Salem - 2022/23

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.

n/a

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

n/a

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

n/a

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

n/a

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

n/a

H.6. Describe the property management plan.

n/a

H.7. List the development team members.

n/a

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

n/a

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. ***Required**

We are not applying for this type of funding.pdf

Participant/program data sample report *Required

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

I. Emergency Shelter Only

Completed by casieh@ywcaaws.org on 11/18/2021 12:23 PM

Case Id: 14462

Name: YWCA of Winston-Salem - 2022/23

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 casieh@ywcaaws.org on 11/18/2021 12:23 PM

Case Id: 14462

Name: YWCA of Winston-Salem - 2022/23

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

K. HOPWA

Completed by casieh@ywcaaws.org on 11/18/2021 12:24 PM

Case Id: 14462

Name: YWCA of Winston-Salem - 2022/23

Address: *No Address Assigned

K. HOPWA

Please provide the following information.

Are requesting funds for a HOPWA project?

No

Submit

Completed by casieh@ywcaaws.org on 11/19/2021 8:46 AM

Case Id: 14462

Name: YWCA of Winston-Salem - 2022/23

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.

Casie Hammons

Electronically signed by casieh@ywcaaws.org on 11/19/2021 8:46 AM

IDIS Setup

No data saved

Case Id: 14462

Name: YWCA of Winston-Salem - 2022/23

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