

A. Organization & Contact Information

Case Id: 14260
Name: Work Family Resource Center - 2022/23
Address: *No Address Assigned

Completed by gpuckett@ccrr.org on 11/18/2021 10:23 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

Work Family Resource Center dba Child Care Resource Center

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Katura Jackson, Executive Director

A.2. Project/Program

Child Care Resource and Referral

A.13. Email

kjackson@childcareresourcecenter.org

A.3. FY 2022-23 Funding Request Amount

\$25,450.00

A.14. Phone

(336) 245-4900

A.4. Agency's Total Operating Budget

\$1,245,500.00

CONTACT

A.15. Name, Title

Katura Jackson, Executive Director

A.5. Mailing Address

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

A.16. Email

kjackson@childcareresourcecenter.org

A.6. Project/Program Location Address

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

A.17. Phone

(336) 245-4900

A.7. Organization Website

<https://www.childcareresourcesnwc.com/>

BOARD CHAIR

A.18. Name

Phyllis D'Agostino

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

1991

A.19. Term Expiration

06/30/2022

A.9. Organization Fiscal Year

July 1 - June 30

A.20. Email

familycaredoula@gmail.com

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

A.21. Phone

(336) 391-0129

B. Project Overview

Completed by gpuckett@ccrr.org on 11/18/2021 10:31 AM

Case Id: 14260

Name: Work Family Resource Center - 2022/23

Address: *No Address Assigned

B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

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

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

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

The Covid 19 pandemic altered some of the ways in which CCRC provided services to the community. CCRC moved to full remote work in March 2020 as did many organizations and businesses. Our parent services have always relied heavily on telephone and internet communication and our staff demonstrated adeptness in the seamless transition from the office to remote work from home. CCRC services are available by phone from 9:00 am to 5:00 pm Monday - Friday at (336) 245-4900 and 24 hours per day by internet at www.childcareresourcecenter.org or by email at mail@childcareresourcecenter.org. CCRC staff also participated in 40 outreach events (mostly virtual though some in-person) in 2020 and 30 outreach events (many in-person and some virtual) between July 2021 and November 2021. CCRC has also utilized our FaceBook, Instagram, and Twitter social media outlets to provide important information and updates to our community. CCRC will follow local Covid 19 recommendations in determining a renewal of providing in-person services on a regular basis at our office at 500 W. 4th St., Ste. 202, Winston-Salem, 27101 or at other community locations such as The Forsyth County Department of Social Services.

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

According to the 2019 American Community Survey Table B23008 (latest available) for Forsyth County, NC, there are 17,550 (68%) children under 6 years of age who live in households where all adults work. There are currently about 400 legally operating child care options in Forsyth County including child care centers, family child care homes, part-day preschools, before and after school programs, Head Start, NC Pre-K, church affiliated programs, summer camps, and others. The Covid19 pandemic has brought to light many of the child care issues that have been developing for several years. The number of licensed child care centers and licensed family child care homes has decreased from a total of 177

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to 170 in the past 2 years. Many of the closures have come from the family child care home population which is aging and retiring. The decision to retire has been brought forward in several instances by the exposure risks due to Covid. Though the number of child care centers that are open has remained fairly constant, the available slots in those programs has decreased due to the inability of child care centers to hire and retain staff as they compete with other businesses that can pay higher wages and offer more benefits. The result is that it has become even more difficult for parents to find a child care slot in a licensed child care program. The CCRC parent specialists talk with the child care programs on a regular (weekly or bi-weekly at most) basis to determine openings or upcoming openings which are kept updated in the agency's database. Additionally, in the current climate, the CCRC parent specialists will make calls about vacancies and waiting list availability to further assist parents in their search for an opening. As more parents are ready to return to work, they need help in finding child care for their children. CCRC has been assisting Winston-Salem parents with child care searches for more than 30 years. CCRC is a reliable community partner that can guide parents through the challenging process of finding and securing a child care placement that will meet their needs as workers and their child's need for early education.

COLLABORATION (6 POINTS)

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

Throughout the Covid 19 pandemic, CCRC has worked closely with our many community partners to ensure that parents receive the help they need in finding child care that meets the needs of their family. Our CCRC parent specialists have maintained open, frequent communication with the Forsyth County Department of Social Services (DSS) Child Day Care Staff and the Smart Start of Forsyth County (SSFC) Child Care Subsidy staff to assist parents that have received child care subsidy vouchers in their child care search. This has increased over the course of the pandemic as child care slots have become even harder to find. CCRC modified our mode of service delivery and has provided an enhanced level of service for all parents calling for assistance with their child care search. Within the last month, two parents who were awarded Smart Start child care vouchers were referred by Smart Start to CCRC for help in finding a child care opening in order to return to work. CCRC parent specialists were successful in helping both of these families secure child care slots and were able to return to their pre-pandemic jobs. The collaboration with these two organizations has been very beneficial for low income parents who receive financial support in the form of child care subsidy vouchers from DSS or SSFC and child care search assistance from CCRC.

CCRC collaborates with Latino Community Services and Imprints on a Kate B Reynolds Charitable Trust pilot project which is exploring ways of supporting family, friend and neighbor care providers in our community. As many as 12,000 Forsyth County children ages 0-5 years are cared for wholly or part-time by this informal child care giving population. Additionally, CCRC, with SSFC funding, has served our licensed family child care population for nearly 30 years. CCRC works with potential family child care providers through the licensing process and then supports them with coaching and professional development training to increase the quality of care they provide for young children.

CCRC staff participate in the Forsyth Promise Community Action Networks and Community Leadership Council, the Kate B Reynolds Charitable Trust Family, Friend and Neighbor Care Steering Committee, the Universal Pre-K Project and others across the community to promote the understanding of the importance of high-quality early care and education for all of our children.

C. Strategy and Performance

Completed by gpuckett@ccrr.org on 11/18/2021 10:34 AM

Case Id: 14260

Name: Work Family Resource Center - 2022/23

Address: *No Address Assigned

C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

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

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

Economic Vitality and Diversity

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

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

PERFORMANCE (15 POINTS)

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

CCRC gathers and analyzes data about the supply of and demand for child care in Winston-Salem, Forsyth County. CCRC houses data from parents and child care programs in a searchable proprietary database - Work Life Systems. The information is compiled into a report format and shared with community stakeholders (Annual Supply and Demand Report). The information is also used to help individuals who may be interested in opening child care businesses in the community or policymakers/local funders in need of information about child care availability. Parent Specialists have a standardized process that is used to provide consumer education and child care referrals to individuals who call to request child care related information. We did modify our mode of service delivery in 2020 and 2021 to provide an enhanced level of service to each individual utilizing our services. CCRC receives secret shopper calls from the state organization that oversees the Child Care Resource and Referral System in North Carolina. CCRC staff have always met

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or exceeded the quality standards assessed during these calls.

Follow-up surveys will be sent to all parents accessing the service to gather feedback on satisfaction and effectiveness. CCRC will collect responses from a minimum of 20% of service users. The follow-up data is used to analyze service effectiveness and to make changes to service delivery as needed to meet client needs.

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

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

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

Attach participant/program data sample report

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

Participant Program Sample Report.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
Maintain a database of all parents utilizing CCRC's services, including information on the type of care requested, type of care selected, general helpfulness and satisfaction with services provided	Parent Specialists will provide consumer education and child care referrals to parents searching for child care in the community. All information gathered will be entered into a searchable database.	98% of families received complete and accurate information; surveys received from 20% of families utilizing service	98% of families will receive complete and accurate information; surveys received from 20% of families utilizing service	98% of families will receive complete and accurate information; surveys received from 20% of families utilizing service
Maintain a	Database Specialist	100% of licensed child	100% of licensed child	100% of licensed child

database of all licensed and legally operating child care options in Forsyth County	will maintain a searchable database of legally operating child care programs; full updates semi-annually	care programs were listed in CCRC's database; Annual report completed to highlight supply of and demand for child care	care programs were listed in CCRC's database; Annual report completed to highlight supply of and demand for child care	care programs were listed in CCRC's database; Annual report completed to highlight supply of and demand for child care
Providing information to increase the awareness and understanding of the indicators of quality child care among service users	Parent Specialists will provide education and referral information to help families understand the key indicators of high quality child care programs	1600 families received child care consultations/referrals by phone or in-person; 400 families accessed our online referral program; 98% reported using at least 2 indicators of quality child care to search for and select a child care program	1600 families received child care consultations/referrals by phone or in-person; 400 families accessed our online referral program; 98% reported using at least 2 indicators of quality child care to search for and select a child care program	1600 families will receive child care consultations/referrals by phone or in-person; 400 will families accessed our online referral program; 98% will report using at least 2 indicators of quality child care to search for and select a child care program

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	829	829
FY 21-22 Current Year Projected Results	1,600	1,600
FY 22-23 Next Year Anticipated Results	1,600	1,600

C.6. FY 20-21 Program Accomplishments

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

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

CCRC was awarded a 2nd VROOM 2 year grant that provides for the use of VROOM materials and outreach targeting Family, Friend and Neighbor care providers in our community. Though this type of child care is utilized by families of as many 12,000 Forsyth County children for at least some of their routine care, there are very few resources available to support these care providers in their efforts to care for young children.

CCRC obtained a Kate B Reynolds Charitable Trust grant to fund a landscape and policy analysis on Family Friend and Neighbor care in North Carolina. The resulting report will be completed by early 2022.

C.7. FY 22-23 Key Objectives

In FY22-23, CCRC will continue to serve families seeking child care solutions so they may return to work or school and their children can learn in high quality early education settings. The database specialist will continue to update and maintain the accurate and complete database of legally operating local child care options. The database specialist will

gather consumer feedback from 20% of the families using consumer education and referral services. CCRC will participate in local outreach events to share information about the CCRR service and the importance of high quality child care to our local economy and our young children's readiness for school. The 2021-2022 Child Care Supply and Demand Report will be compiled and shared with the community. This report will increase understanding of the child care landscape in Winston-Salem/Forsyth County.

Attach participant/program data sample report

Documentation

 **Participant/Program Data Sample Report**

Participant Program Sample Report.docx

D. Organizational Capacity

Completed by gpuckett@ccrr.org on 11/18/2021 10:37 AM

Case Id: 14260

Name: Work Family Resource Center - 2022/23

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?

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

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

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

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

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

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

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

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services.

FUNCTION (5 POINTS)

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

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

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

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

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

STRUCTURE (5 POINTS)

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

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

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Katura Jackson	Executive Director	\$81,000.00	0.00 %
Gena Puckett	Program Director	\$65,500.00	0.00 %

D.6. Attach an organizational chart



Organizational Chart *Required

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

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

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

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

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

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

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

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers				1	1	
Professionals				5	5.5	1
Technicians						
Office/Clerical					0.5	
Laborers/Service Workers						
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 -	Male -	Male -	Female -	Female -	Female -
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	White	Black	Other	White	Black	Other
Executives/Managers						
Professionals				0.55		
Technicians						
Office/Clerical					0.4	0.5
Laborers/Service Workers						
Total Part-Time/Temp						

D.8.



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

CCRC Board Contact list 2021-22 September 2021.doc

Board Compensation.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.

CCRC has provided child care resource and referral services for residents of Winston-Salem since 1991. This program will be operational on July 1, 2022.

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

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

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

Emergency Subsidy funds for essential workers and more recently the child care stabilization grants. This experience has taught CCRC staff how to use virtual technology to reach our constituents in new ways many of which will continue along side the renewal of our in-person outreach as the pandemic subsides.

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

CCRC's general child care resource and referral services are open to all residents of Winston-Salem. Services are advertised in a variety of ways including Yellow Pages, Facebook, Twitter, Instagram, local publications, and area social networks.

E. Cost Effectiveness

Case Id: 14260

Name: Work Family Resource Center - 2022/23

Completed by gpuckett@ccrr.org on 11/18/2021 10:39 AM

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	\$1,105,479.00	\$1,105,479.00	\$1,031,246.00
Fundraising	\$54,308.00	\$54,308.00	\$45,614.00
Management and General	\$85,713.00	\$85,713.00	\$184,373.00
Total Expenditures by Program	\$1,245,500.00	\$1,245,500.00	\$1,261,233.00

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$800,000.00	\$800,000.00	\$850,000.00
Employee Benefits	\$110,000.00	\$110,000.00	\$110,000.00
Facility Rent and Utilities	\$55,000.00	\$55,000.00	\$58,207.00
Training and Conference Registration	\$5,500.00	\$5,500.00	\$7,701.00
Membership and Dues	\$8,000.00	\$8,000.00	\$10,765.00
Travel and Transportation	\$20,000.00	\$20,000.00	\$12,154.00
Grants to Individuals and Organizations	\$20,000.00	\$20,000.00	\$10,326.00
Contracted Fundraising Services	\$25,000.00	\$25,000.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$125,000.00	\$125,000.00	\$139,165.00
Other Operating Expenditures	\$77,000.00	\$77,000.00	\$62,915.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$1,245,500.00	\$1,245,500.00	\$1,261,233.00

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$25,451.00	\$25,451.00	\$25,450.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$272,184.00	\$272,184.00	\$286,188.00
Federal Government	\$624,700.00	\$624,700.00	\$701,604.00
Admissions/Program Revenues/Sales	\$30,083.00	\$30,083.00	\$10,000.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$45,000.00	\$45,000.00	\$45,000.00
Foundation Grants	\$50,000.00	\$50,000.00	\$50,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$198,082.00	\$198,082.00	\$142,991.00
Total Revenues by Category	\$1,245,500.00	\$1,245,500.00	\$1,261,233.00

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

Federal Government Revenue - all CCDBG (\$624,700 for 2021-2022 & \$701,604 for 2022-2023); Other Operating Expenditures (\$77,000 for 2021-2022 & \$62,915 for 2022-2023) - includes general program expenses, as well as overhead expenses like communications, janitorial, parking, website, phone, postage, insurance, depreciation, etc.; Other Revenue (2021-2022): \$136,000 PPP Round 2 Forgiveness Total Revenue Recognition; \$16,500 - Fees for Service; \$45,582 - Carryover Grant Revenue from Prior Years; Other Revenue (2022-2023): \$142,991 - Carryover Grant Revenue from Prior Years

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

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

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

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

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

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

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

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

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

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

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

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

CCRC is requesting a continuation of the \$25,450 FY21/22 award as we move forward into FY22/23. The \$25,450 is invaluable in supporting the extensive database which ensures CCRC can provide current, accurate referrals and data to families and community entities when requested. By blending city funds with funds from other sources, CCRC can support Winton-Salem's workforce and businesses by fulfilling our mission to assist families in accessing quality child care, to build the capacity of child care professionals through comprehensive coaching and professional development opportunities, and to provide support to businesses as they manage the challenges of employee child care needs and productivity.

SUSTAINABILITY (7 POINTS)

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

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

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

Forsyth County

child care programs have remained open throughout the pandemic, staffing has been a particular challenge as has meeting the CDC recommended spacing so there are fewer slots available to families. Waiting lists are many months long and several child care programs have ceased to add to their waiting lists because of the amount of time families would be on a list without receiving a child care slot.

CCRC continually researches potential grant opportunities to help us sustain and increase the number of families who have access to our services. Forsyth County has approximately 4500 babies born each year and we strive to provide our services to as many of those families as possible to ensure that they understand how to access early care and education that will prepare their young children for school success.

BARRIERS (3 POINTS)

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

Over the past 32 months of the Covid 19 pandemic, the child care programs in our community have worked to remain open to provide child care so that essential workers and others can do their jobs and their young children can learn. However, these child care programs struggle with maintaining adequate staffing to keep all of their license capacity available to families. The wages in child care are among the lowest 2% of wages in all occupations. Parents can not afford to pay fees that would cover the full cost of staffing and other expenses required to safely provide care for children. The Stabilization Grants that have become available with federal funds should at least during the next 1.5 years ease some of the hiring constraints. CCRC is working with many of the child care centers and family child care homes to assist them through the application process which is rather cumbersome. There is hope that these funds will help child care programs raise wages and offer bonuses that can bring their staffing levels up to meet current need.

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

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

AVERAGE COST (5 POINTS)

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

Proposed funds from the City for this project:	\$25,450
Number proposed to be served for the year:	500
Average City funds per beneficiary:	50.90
Proposed funds from all sources:	167,987.89
Number proposed to be served for the year:	1600
Average total funds per beneficiary:	104.99

F. Required Documents

Completed by gpuckett@ccrr.org on 11/18/2021 10:39 AM

Case Id: 14260

Name: Work Family Resource Center - 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.doc

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

Signed.NoScheduleB.Work Family Resource 2019 Final 990.pdf

Organization By-Laws *Required

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

Articles of Incorporation *Required

articles of incorporation.pdf

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

HandBookPolicies.pdf

328 SEP Plan and 329 403b.pdf

IRS 501(c)3 Designation Letter *Required

Updated IRS Letter 2015.pdf

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

AUDIT19.final.pdf

Printed By: Rene Williams on 1/28/2022

SAS 114 letter.19.final.pdf

AUDIT20.final.pdf

SAS 114 letter.final.pdf

Audit Letter 2021.docx

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

***Required**

Secretary of State = Active Status 2021.PNG

Participant/Program Data Sample Report *Required

Participant Program Sample Report.docx

Other

service overview separate pages - staff contacts- revised January 2020.doc

G. Income Based Projects/Services Only

Case Id: 14260

Name: Work Family Resource Center - 2022/23

Address: *No Address Assigned

Completed by gpuckett@crr.org on 11/18/2021 10:39 AM

G. Income Based Projects/Services Only

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

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

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

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

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

H. Construction/Rehab Only

Completed by gpuckett@ccrr.org on 11/18/2021 11:33 AM

Case Id: 14260

Name: Work Family Resource Center - 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.

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.

NA

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. ***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 gpuckett@ccrr.org on 11/18/2021 10:42 AM

Case Id: 14260

Name: Work Family Resource Center - 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 gpuckett@ccrr.org on 11/18/2021 10:42 AM

Case Id: 14260

Name: Work Family Resource Center - 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 gpuckett@ccrr.org on 11/18/2021 10:42 AM

Case Id: 14260

Name: Work Family Resource Center - 2022/23

Address: *No Address Assigned

K. HOPWA

Please provide the following information.

Are requesting funds for a HOPWA project?

Submit

Completed by gpuckett@ccrr.org on 11/18/2021 11:33 AM

Case Id: 14260

Name: Work Family Resource Center - 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.

Gena Puckett

Electronically signed by gpuckett@ccrr.org on 11/18/2021 11:33 AM

IDIS Setup

No data saved

Case Id: 14260

Name: Work Family Resource Center - 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