Program Overview

Please provide the following information.

City of Winston-Salem
ARPA Transformational Non-Profits Application

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. Click here to view the scoring matrix. Scored applications will be reviewed by the City’s Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.
Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (https://www.cityofws.org/2809/Performance-Measures-Video) for general information on performance measures.

Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City’s YouTube page. The link for that meeting will be posted the morning of the meeting to the website: www.cityofws.org/clfrf

Contact Information

For any questions or concerns, please email ARPA@cityofws.org or call City Link at 336-727-8000.
A. Contact Information

Please provide the following information.

**ORGANIZATION/AGENCY INFORMATION**

A.1. Organization/Agency Name
YWCA of Winston-Salem & Forsyth County

A.2. Mailing Address
318 Indera Mills Court Winston-Salem, NC 27101

A.3. Organization Website
www.ywcaws.org

A.4. Year 501 (c)(3) Status Obtained
1,942

A.5. Organization/Agency Fiscal Year
2,022

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?
Yes

**ORGANIZATION/AGENCY CONTACT INFORMATION**

**EXECUTIVE DIRECTOR**

A9. First Name
Christy

A10. Last Name
Respess

A11. Title
President and CEO

A12. E-mail
christyr@ywcaws.org

A13. Phone Number
(336) 971-9069

**BOARD CHAIR**

A14. First Name
Romaine

A15. Last Name
Sargent

A16. E-Mail
romainesargent@hotmail.com

A17. Phone Number
(336) 816-7786

A18. Term Expiration Date
06/30/2022
B. General Project Information

Please provide the following information.

PROJECT INFORMATION
B.1. Project/Program Title
Gateway to Economic Mobility (GTEM)

B.2. Project Location/Address
1300 S. Main Street Winston-Salem, NC 27101

PROJECT CONTACT/MANAGER
B3. First Name
Greg

B4. Last Name
Fagg

B5. Title
VP of Operations

B6. E-Mail
gregf@ywcaws.org

B7. Phone Number
(336) 354-1589
C. General Project Narrative

Please provide the following information.

C.1. Provide description of project and how funds will be used
Gateway to Economic Mobility (GTEM) is a targeted physician referred program designed to address social determinants of health (SDOH) and improve economic mobility for a thousand families living in the targeted census track identified by the City of Winston-Salem. This census track represents some of the highest poverty rates in our community.

Physicians from Atrium Health’s Downtown Health Plaza and Novant Family practice will refer adults to the program based on SDOH’s identified at the patient and physician intake appointments. The program will be located at the YWCA wellness and resource center located at 1300 South Main Street.

The family of each adult referred to the program will receive a three-year family membership with full access to the YWCA wellness and resource center. For one year the referred adult will work onsite with a certified health wellness coach to identify and address the vulnerabilities impacting the total family. The wellness coach will connect each participant to resources in our community that work to address each area. This includes a rich network of 32 + nonprofit and community-based resources. In years two and three, the wellness coach is available as needs arise.

This program is an extension of Gateway to Success (GTS) a proven six-year strategic alliance between the YWCA, Atrium Health Wake Forest Baptist, and Novant Health. The Gateway to Success program was published in May of 2019 at The National Meeting of the Society of General Internal Medicine in Washington DC.

GTS has a strong track record over the past six years with application to this proposed expansion:
• Strong relationship with medical partners, history of steady and consistent physician referrals
• Utilization of public transportation to access the YWCA wellness and resource center on average twice a week.
• Monthly sessions with a certified health wellness coach establishes trust and identifies which SDOH to address
• Multi-year membership to encourage lasting changes within the total family
• Solid referral and handoff process to connect participants to existing community resources.
• Track record of improvements in economic mobility with tracking at mid-year and year-end
• Advisory council for review and tracking of results

The funds requested will be used specifically to hire certified health wellness coaches, provide weekly bus passes to the YWCA wellness and resource center, and provide an annual membership for each participant referred to the program.

The YWCA will fund the three-year family membership.

C.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome from participation?
Physicians from Atrium Health’s Downtown Health Plaza (DHP) and Novant Family practice will refer adults to the program based on the SDOH identified at the patient and physician intake appointments. Examples of SDOH include
availability of resources to meet daily needs, access to educational, economic, and job opportunities, availability of community-based resources in support of community living, recreation and leisure activities, and social support.

To date, the Downtown Health Plaza intake screening indicate 68.5% of patients have unmet social needs, 53% have food insecurity, 39% housing / rent insecurity, and 34% transportation issues.

Weekly bus passes will be provided to the program located at the YWCA wellness and resource center located at 1300 South Main Street.

Participants for one year will work onsite with a certified health wellness coach. The certified wellness coaches partner with clients to enhance their well-being through self-directed, lasting changes, aligned with their values. The wellness coach displays an unconditional positive regard for their clients and a belief in their capacity for change, honoring the fact that each client is an expert on their own life, while ensuring that all interactions are respectful and non-judgmental.

Based on our experience with wellness coaching over the last six-years this is the critical component to establish trust with participants to connect them to community resources. We have a track record of moving participants from crisis and vulnerable stages of economic mobility to stable and self-sufficient.

C.3 Total estimated number of unique participants to be served annually
500

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

TOTAL FUNDING REQUEST
C.5. Total Operating Funding Request
$1,001,871.00

C.6. Total Capital Funding Request
$0.00

SPENDING TIMEFRAME
C.7 Capital Spending Timeframe
N/A

C.8 Operating Spending Timeframe
24 months
D. Project Budget Categories

Please provide the following information.

Use templates below to input the total Project Budget (only requested expenses and estimated revenues related to the program or project for which you are requesting funding) by clicking Add Column. Please include all funding from the City and other sources.

### Operating Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wellness Coach Salary and Benefits</td>
<td>$177,578.00</td>
</tr>
<tr>
<td>Program Assistant Salary and Benefits</td>
<td>$83,350.00</td>
</tr>
<tr>
<td>Staff Training and Supervision</td>
<td>$20,600.00</td>
</tr>
<tr>
<td>Participant Incentives</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Bus Passes</td>
<td>$208,000.00</td>
</tr>
<tr>
<td>Individual Participant Fitness Memberships - 3 Year</td>
<td>$1,260,000.00</td>
</tr>
<tr>
<td>Participant Family Fitness Memberships - 3 Year</td>
<td>$720,000.00</td>
</tr>
<tr>
<td>Administrative Costs - 12%</td>
<td>$298,143.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,782,671.00</td>
</tr>
</tbody>
</table>

### Capital Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$0.00</td>
</tr>
</tbody>
</table>

### PROJECT/PROGRAM REVENUE CATEGORIES

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

<table>
<thead>
<tr>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>YWCA of Winston-Salem</td>
<td>$1,750,800.00</td>
</tr>
<tr>
<td>City of Winston-Salem ARPA Grant</td>
<td>$1,001,871.00</td>
</tr>
<tr>
<td>Arbor Acres</td>
<td>$30,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,782,671.00</td>
</tr>
</tbody>
</table>

Please list below all known/expected individual grants and contributions totaling 10% or more of the project's budget. Note: capital revenues and expenditures must be balanced (be equal).

<table>
<thead>
<tr>
<th>Description</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0.00</td>
</tr>
</tbody>
</table>
E. Demographic and Geographic Distribution

Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?
Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? [Click here](#) to view the QCT mapping tool)
100.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the following criteria:

- [ ] 25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income
- [ ] The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.
Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. Click here to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

**Tier 1:**
- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

**Tier 2:**
- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

**Tier 3:**
- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

**F.1. Please select the primary priority from the list above addressed by your project/program.**
Tier 2

**F.2. Please select the secondary priority from the list above addressed by your project/program.**
Tier 2

**F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you**
Gateway to Economic Mobility addresses social determinants of health and improves economic mobility for residents in some of the lowest income zip codes in WSFC. This targeted program addresses poverty reduction / cessation by moving residents from crisis and vulnerable stages of economic mobility to stable and self-sufficient. The three year program with access to the YWCA wellness and resource center and a year working with an evidenced based certified wellness coach allows the participants and their families time to make lasting changes.

Community engagement (Power of connecting) is also at the heart of this program. The wellness coach connects participants to valuable resources in our community to strengthen them and address needs identified through coaching sessions. This program provides multi-levels of support for these families (referring physicians, YWCA wellness and resource center staff, the wellness coach, and an entire network of other nonprofit resources. They will also have support from peer participants experiencing similar challenges. The YWCA wellness and resource center is a diverse, inclusive, and safe community center for important social interaction and belonging.

This proposal has strong alignment with the City of Winston-Salem strategic plan. The requested budget for this grant of $1,001,871 will serve 1000 adults and their families. An investment of $1001 per adult for a three-year program averages $334 dollars per year per participant resulting in a very efficient investment.

This three-year program provides a year working onsite with a certified health wellness coach to address SDOH by connecting participants to community resources addressing their specific needs. Participants receive a three-year family membership to the wellness and resource center to make lasting positive changes. This targeted physician referred program will ensure we serve residents of the priority census track identified by the City of Winston-Salem. Referrals will be made based on SDOH identify at intake appointments at The Downtown Health Plaza.
G. Collaboration

Please provide the following information.

Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.

G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?

3+

G.2. Please provide the names of the organizations and the roles they will serve in the project/program?

Atrium Health Wake Forest Baptist Downtown Health Plaza:
- Patient intake screening for SDOH’s
- Referrals to Gateway to Economic Mobility program
- Training new residents on the program to ensure referrals continue with staff changes
- Advisory council review and collaboration

Novant Health:
- Referrals to Gateway to Economic Mobility program
- Training new residents on the program to ensure referrals continue with staff changes
- Advisory council review and collaboration

Herbalife:
- Provides annual financial support for nutrition, healthy food for cooking classes and food for families with critical needs

Hanes Brands:
- Apparel sponsor for clothing needs identified for adults and children

SHARE Cooperative & Harvest Market:
- Referral partner located on public transportation less than two miles from the YWCA wellness and resource center
H. Administration/Reporting

Please provide the following information.

Per U.S. Treasury rules and associated guidance, the City’s framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization’s/project’s development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City’s evaluation of organization and project risk.

H.1. Please clearly define the workload and outcome measures that are associated with your project/program

<table>
<thead>
<tr>
<th>Workload</th>
<th>The Vice President of Operations for the YWCA manages the YWCA wellness and resource center and has oversight and responsibility for the current strategic alliance with Atrium Health and Novant Health. He was a part of the program launch six years ago and has led the program since inception. He will manage the launch and execution of the Gateway to Economic Mobility (GTEM). This includes oversight for two certified health wellness coaches, managing the referral process in partnership with the Downtown Health Plaza, and managing the analysis and tracking with the certified wellness coaches and the assistant.</th>
</tr>
</thead>
</table>
| Effectiveness/Outcome | The following will be measured and tracked to monitor and evaluate effectiveness:  
• Number of participants referred to the program  
• Number of participants that sign up for program  
• Number of wellness coaching appointments attended  
• Track referrals and handoffs to other agencies  
• Track each participant stage of economic mobility at program entry, midpoint, and yearend |

H.2. Does the project/program use evidence-based interventions?

Yes

Please provide a link to (or attach a copy of) the evaluation of the program model

Attached please find the abstract for the published GTS program, the medical advisory council & launch team, list of community resources, and information on certified wellness coaching and SDOH.

- Program Model Evaluation
  Attachment 1- Campos GWTS SGIM 2019.pdf
  Appendix c - launch team & advisory council.xlsx
  Appendix h - community resources.pptx
  GTS wellness coaching visual.pptx
H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the Risk Matrix.

✔️ Risk Matrix

GTEM Risk Assessment.pdf
I. Capacity

Please provide the following information.

An organization’s capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.

I.1. Please provide your organization’s vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.

Since 1908, the YWCA of Winston-Salem and Forsyth County has been affiliated with the national YWCA whose mission is "eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all." The local YWCA offers programs and services designed to address the effects of systemic racism and support equity in the following areas:

- Minority Health - Gateway to Success, a strategic alliance with Novant Health and Wake Forest Baptist Health to provide the only integrated care program in the country for low-income adults for diabetes management and prevention.
- Substance Use Recovery - Hawley House, the only state-licensed residential recovery program in Forsyth County for women diagnosed with Substance Use Disorder
- Education - The Best Choice Learning Center, academic enrichment afterschool and summer camp programs for low-income students, K-8th grade, in the WS/FC public schools and a mentoring program in collaboration with Crosby Scholars and Big Brothers Big Sisters.
- Juvenile Crime Prevention - Teen Court and Work & Earn It programs in collaboration with the Juvenile Crime Prevention Council in Forsyth County to help teens avoid a juvenile court record or assignment to Youth Detention Center.

For over 100 years the YWCA has worked to break down systemic racism in our community. We have a powerful vision statement:

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, and Unstoppable.

Gateway to Economic Mobility is a program designed to address racial inequities in the key census track identified by the city of Winston-Salem. A person’s zip code is a greater predictor of life expectancy than one’s genetic makeup. 100% of the participants we plan to serve live in this target census track and 56% are uninsured and / or have Medicaid. This proposal will allow us to serve an incremental one thousand families with great needs exasperated by the global pandemic, inflation, and high gas prices.

I.2. Describe the organization’s current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.
Infrastructure
The YWCA of Winston-Salem has served our community for over 100 years. Two of our unique hallmark programs became part of the YWCA at the request of the City of Winston-Salem and The United Way of Forsyth County to strengthen the programming and provide solid infrastructure and oversight. The programs include The Hawley House which became part of the YWCA in 1998 and The Best Choice Learning Center in 2004. The YWCA is a solid, structured, but lean organization with administrative offices representing finance, information technology, development, and human resources. We have solid internal controls, personnel policies, fiscal policies, by-laws, and a conflict-of-interest policy. Butler & Burke is the audit firm for the YWCA.

A critical component of infrastructure are our valuable and loyal employees. The YWCA has an extremely diverse team with exceptionally low turnover.
• Leadership team: 67% female 33% male, 56% minority, 44% Caucasian
• Full-time employees: 20% male, 80% female, 63% minority, 37% Caucasian
• Our directors and vice presidents have 104 years of total service and average length of service of 11 years.

In 2019, the YWCA resolved $12,000,000 in outstanding debt. This critical milestone allows every dollar of investment to support the mission versus debt service and building overhead. Despite the pandemic’s negative impact on membership revenue to our wellness center the YWCA has had a positive operating surplus for two of the last three years. The YWCA continues to deliver exceptional outcomes above industry norms and benchmarks:
• In health equity 81% of participants maintained or improved their health, average weight loss, +166 points versus norms
• In education 86% of our minority children were proficient in 3rd grade reading, +50 points higher WSFC schools
• In juvenile crime prevention our reduced recidivism averages 80%, 15 points better than national trends
• In substance use recovery we have a 90% success rate, +35 points versus national trends

Specific to this grant request the YWCA has very relevant experience. Six years ago we launched a strategic alliance with Atrium Health Wake Forest Baptist and Novant Health. The YWCA has a proven physician referred program with The Downtown Health Plaza in place. Our current program utilizes a certified health wellness coach that works with participants on SDOH and connecting them to community resources. We analyze and track % of participants at each stage of economic mobility upon entry to the program, mid-year, and year-end. We have a positive track record of moving participants from crisis and vulnerable stages to stable and self-sufficient.

I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be overcome

The implementation plan for Gateway to Economic Mobility will involve the following action steps:
- Secure 2 certified health wellness coaches, start date 6-9 months apart
- Conduct orientation for the certified health wellness coaches
- Training with residents and physicians at The Downtown Health Plaza on this program expansion to initiate referral process
- Set up new program GTEM in Dakxo software for tracking and analysis
- Notify nonprofit partner organizations of the start date / launch for the program and estimated referrals
- Meet with current members and program participants to identify mentors / peer support for new referrals
- Host several open house events / agency fairs as part of orientation
- Purchase bus passes for participants for starting referrals

I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.
- Referring physicians from the Downtown Health Plaza conduct screenings for SDOH at patient intake appointments
- We will track referrals that sign up for the GTEM program
- All participants will be entered into our Daxko software for tracking and analysis
- Certified health wellness coaches will meet one-on-one with each participant monthly for one year.
- After onboarding the coach will track SDOH and what stage of economic mobility the participant is at the beginning, midpoint, and end of the first year (crisis, vulnerable, stable, self-sufficient, thriving)
- The coach will track referrals to other agencies and follow through on appointments

The goal for each participant is to move them from crisis and vulnerable stages to stable and self-sufficient. One year with intensive health wellness coaching and three-year access to the wellness and resource center allows for positive changes to be made for the entire family.
Please provide the following information.

Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be.

J1. Describe the identified community need for this project/program. *Cite specific data or studies/reports that have identified this as a community need.*

The minority community was hit hardest by the global pandemic. Environmental factors, social determinants of health (SDOH), and host factors led to a devastating impact among people of color. Across the US mortality rates were two times higher for minorities than whites.

“Covid’s Long Shadow, Black and Hispanic Americans Suffer Most in Biggest Decline in Life Expectancy Since WWII”, written by Liz Szabo June 24, 2021

“The pandemic threatens the health of vulnerable people devastated by the loss of jobs, homes and opportunities for the future. It will, almost certainly, cast a long shadow on American health, leading millions of people to live sicker and die younger due to increasing rates of poverty, hunger, and housing insecurity.”

“Researchers have developed a better understanding in recent years of how chronic stress—such as that caused by poverty, job loss and homelessness—leads to disease, unrelenting stress causes inflammation that can damage blood vessels, the heart and other organs.”

“The pandemic doesn’t have to doom a generation of Americans to disease and early death,” said Dr. Richard Besser, president and CEO of the Robert Wood Johnson Foundation. “By addressing issues such as poverty, racial inequality and the lack of affordable housing, the country can improve American health and reverse the trends that caused communities of color to suffer.” “How the pandemic will affect people’s future health depends on what we do coming out of this,” Besser said. “It will take an intentional effort to make up for the losses that have occurred over the past year.”

Significant food insecurity existed before the pandemic in WS/FC.

- Forsyth County has 21 food deserts and is ranked seventh on a national list of metropolitan areas with the highest rate of food hardship (2018 Food Research and Action Center Report)
- 49.7% of Black residents in Winston-Salem have low or no access to healthy food (Brad Shugoll, Wake Forest’s Office of Civic and Community Engagement)

- Healthy People 2020 Highlights (SDOH Healthy People.gov) highlights the importance of addressing the SDOH by including “social and physical environments that promote good health for all” as one of the four overarching goals for the decade. This emphasis is shared by the World Health Organization, the National Partnership for Action to End Health Disparities, and the National Prevention and Health Promotion Strategy.
Other key data points highlighting the need in our community:
- YWCA wellness and resource center is in targeted census tract / key zip codes 27101, 27105, 27107, 27127
- 9200 patients at DHP residing in targeted areas with significant SDOH. 3800 without insurance or on Medicaid
- DHP screening of patients for SDOH identified significant need: 68.5% unmet social needs, 53% food insecurity, 39% housing, 34% transportation. Lack of community-based resources in support of community living and opportunities for recreational and leisure-time activities.
- 80% of individuals health determined by SDOH and the zip code they reside in versus genetic makeup
- SDOH major impact on economic mobility of those living in poverty
- 44% of 2021/22 referrals to GTS were in crisis and vulnerable categories

"The Role of the Health Coach in a Global Pandemic", by Meg A. Jordon makes the case for certified professional health coaches as primary factors in future preventative strategies, with expanded skills in addressing social determinants of health and next generational cultural competencies. Group coaching and one-on-one coaching can work in tandem with public health initiatives for reducing chronic disease burden and addressing social determinants of health. Skills are identified in coaching SDOH with expanded cultural competencies for health coaches.

J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.
Move participants from crisis to stable

The short-term goals include:
- Reach low-income uninsured participants struggling with SDOH residing in key census track for targeted referral to GTEM
- Enroll them in the program and identify trust working with certified health wellness coach
- Weekly use of the wellness center
- Identify vulnerabilities / SDOH to address
- Connect participants to critical community resources
- Increase socialization, decrease isolation
- Increase recreation & activity levels
- Stronger individually

J3. Describe the long-term impacts of the project/program and how they align with the community need identified above.
Move participants from crisis, to stable, to self-sufficient

The long-term goals include:
- Lasting positive changes for the family
- Increased awareness of community resources
- Changed behavior in health, wellness, and nutrition
- Reduced disability and increased employment
- Stronger family versus individual

J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.
The following will be measured and tracked to monitor and evaluate effectiveness:
- Number of participants referred to the program
- Number of participants that sign up for program
• Number of wellness coaching appointments attended
• Track referrals and handoffs to other agencies
• Track each participant stage of economic mobility at program entry, midpoint, and yearend
K. Funding Stability

Please provide the following information.

Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).

K.1. Have your organization’s operating revenues covered operating expenses the last three years?
No

K.2. Approximately what percentage of your organization’s total budget is covered by competitive grants that you must re-apply for?
31.00 %

K.3. What percentage of your project/program’s budget is covered by City ARPA funds as part of this request?
36.00 %

K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.
The YWCA will provide a three-year family membership which provides two additional years of the program beyond the initial grant year.

This program will be sustained following the ARPA funding by the following actions:
- Evolution and growth of our medical fitness model
- Expansion of our Gateway to Success program with Atrium Health Wake Forest Baptist planned for 2022/23
- Membership revenue returning to pre-pandemic levels
- Return to in person annual events and donor receptions placed on hold since 2019
- Continued growth in our annual fund, solid growth over the last 4-5 years
- Patients from DHP that turn 65 are eligible for Silver Sneakers and Silver and Fit which covers membership

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

☑ Commitment Letters
Award letter Arbor Acres 12.2021.pdf
L. Representation

Please provide the following information.

Representation deals with how diverse an organization's leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels.

L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.

<table>
<thead>
<tr>
<th>Name</th>
<th>Race</th>
<th>Ethnicity</th>
<th>Gender Identification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarah Crotts</td>
<td>Caucasian</td>
<td>Non-Hispanic</td>
<td>Female</td>
</tr>
<tr>
<td>Jamehl Demons-Shegog</td>
<td>African American</td>
<td>Non-Hispanic</td>
<td>Female</td>
</tr>
<tr>
<td>Angie Ferree</td>
<td>Caucasian</td>
<td>Undisclosed</td>
<td>Female</td>
</tr>
<tr>
<td>Kasey Hayes</td>
<td>Black</td>
<td>African American</td>
<td>Female</td>
</tr>
<tr>
<td>Lida Calvert Hayes</td>
<td>Caucasian</td>
<td>Non-Hispanic</td>
<td>Female</td>
</tr>
<tr>
<td>Shana Heilbron</td>
<td>Caucasian</td>
<td>Non-Hispanic</td>
<td>Female</td>
</tr>
<tr>
<td>Hayley Jackson-Figueroa</td>
<td>Black</td>
<td>West Indian</td>
<td>Female</td>
</tr>
<tr>
<td>Sandy Miller Jones</td>
<td>African American</td>
<td>Non-Hispanic</td>
<td>Female</td>
</tr>
<tr>
<td>Karen Love</td>
<td>African American</td>
<td>Undisclosed</td>
<td>Female</td>
</tr>
<tr>
<td>Drewry Nostitz</td>
<td>Caucasian</td>
<td>Non-Hispanic</td>
<td>Female</td>
</tr>
<tr>
<td>Lauren Piana</td>
<td>Caucasian</td>
<td>Italian American</td>
<td>Female</td>
</tr>
<tr>
<td>Denise Robinson</td>
<td>African American</td>
<td>Non-Hispanic</td>
<td>Female</td>
</tr>
<tr>
<td>Romaine Sargent</td>
<td>Caucasian</td>
<td>White</td>
<td>Female</td>
</tr>
<tr>
<td>Vicki Sheppard</td>
<td>Caucasian</td>
<td>Non-Hispanic</td>
<td>Female</td>
</tr>
<tr>
<td>Meg Shipley</td>
<td>Caucasian</td>
<td>Non-Hispanic</td>
<td>Female</td>
</tr>
<tr>
<td>Borgia Walker</td>
<td>White</td>
<td>American</td>
<td>Female</td>
</tr>
</tbody>
</table>
M. Required Documents

Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, Click Here

Documentation

☑ Code of Conduct/Conflict of Interest Policy *Required
11371_Conflict of Interest.pdf

☑ Copy of the agency’s latest 990 Form as submitted to the Internal Revenue Service *Required
YWCA 2019 Final 990 Public Disclosure Copy.pdf

☑ Organization By-Laws *Required
NC_Winston-Salem Forsyth County_Bylaws.pdf

☑ Articles of Incorporation *Required
Articles of Incorporation.pdf

☑ Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required
Employee Handbook.pdf
Finance Policies - Updated 2017.pdf

☑ IRS 501(c)3 Designation Letter *Required
YWCA 501c3 letter.pdf
☑ Most recent audited financial statements or a third-party review *Required
audit21.final.pdf

☑ North Carolina Secretary of State - Current and Active Status *Required
NC Secretary of State Active Status Confirmation April 11 2022.pdf
N. Submit

Completed by christyr@ywcaws.org on 4/20/2022 4:07 PM

Case Id: 15091
Name: YWCA - 2022
Address: *No Address Assigned

Please provide the following information.

☑ I certify that all information entered into this application is true.

Christy Respess

Electronically signed by christyr@ywcaws.org on 4/20/2022 4:07 PM

04/20/2022