











**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.**

**- Include at least three goals and performance measures.**

**- One of the performance measures must include the unduplicated number of participants served.**

Stated Program Goals	Program Activities in Support of Goals	FY 18-19 Previous Year Results	FY 19-20 Current Year Projected Results	FY 20-21 Next Year Anticipated Results
The FY 20-21 program goals are to have 20 new clients transition from local shelters, a homeless situation or rent burdened into TBRA housing; 10 clients will transition from TBRA housing to a permanent HCV; 40 clients will retain their TBRA assistance; and, 1 client will transition to market rate housing.	Participants agree to participate in case management or continue employment. Up to 25% of existing participants, who have actively participated in their case management and followed all program guidelines, will be eligible to receive a permanent Housing Choice Voucher.	During the FY 18-19 program year, 35 new clients transitioned from homeless shelters, a homeless situation or a rent-burdened situation to TBRA assistance, 0 have transitioned to HCV, and 35 retained their assistance.	The FY 19-20 projections are to have 40 new clients transition from local shelters, a homeless situation or rent burdened into TBRA housing; 45 clients transition from TBRA housing to a permanent HCV; 26 clients will retain their TBRA assistance; and, 1 client will transition to market rate housing.	The Home TBRA program has been a huge success and the Authority expects to have the same, if not improved, results this program year.

**C.6. FY 18-19 Program Accomplishments**

The FY 18-19 program accomplishments are as follows: between July 1, 2019 and October 31, 2019, 35 new clients transitioned from homeless shelters, a homeless situation or a rent-burdened situation to TBRA assistance, 0 have transitioned to HCV, and 35 retained their assistance.

**C.7. FY 20-21 Key Objectives**

The FY 20-21 program goals are to have 20 new clients transition from local shelters, a homeless situation or rent burdened into TBRA housing; 10 clients will transition from TBRA housing to a permanent HCV; 40 clients will retain their TBRA assistance; and, 1 client will transition to market rate housing.

## D. Organizational Capacity

Completed by kchurch@haws.org on 11/19/2019 2:02 PM

Case Id: 10597

Name: HAWS Home TBRA FY 20/21 - 2020/21

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?**

The Housing Authority of the City of Winston-Salem's mission is to create and maintain sustainable communities through partnerships to benefit the residents of Winston-Salem. We provide subsidized housing, affordable housing and housing vouchers to the extremely low and very low income citizens of Forsyth County. The proposed project/program advances the Authorities mission by offering affordable and decent housing to the homeless, disabled and working poor families of Forsyth County.

#### FUNCTION (5 POINTS)

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

60+ years

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

The Authority provides subsidized housing, affordable housing and rental assistance to low income individuals and families throughout the City and County. This serves the City by providing decent and affordable housing to the most vulnerable citizens who cannot afford market-rate housing. The community will have less homeless families and individuals on the streets and in shelters as well as have less disabled and working poor paying in excess of 30 percent of their monthly income toward rent and utilities which inevitably will cause homelessness. Less tax dollars will be spent on police enforcement and health issues related to being homeless. Participants in the program develop a sense of pride and are more willing to give back to the community.

#### STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Director of HCV	Oversees all aspects of the Project	40	7.00 %
HCV Specialist	Process re-examinations	40	20.00 %
Inspections Supervisor	Perform new move-in and annual inspections	40	15.00 %
HCV Application Specialist	Determine eligibility	40	10.00 %

**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
Kelly D. Church	VP/COO, Broker, CAM, CAPS, CPM, MO	\$0.00	0.00 %

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

Org Chart November 2018 KS.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.**

The Housing Authority of Winston-Salem (HAWS) strives to attract a highly skilled, experienced and diverse applicant pool for our positions. To do this we develop and maintain accurate and thorough job descriptions for all of our positions and salary ranges for every job. Each time a position is vacated, the hiring supervisor is reminded and encouraged by the Human Resources office (HR) of the opportunity to make any changes in the job description to ensure that it is accurate and up-to-date. If a new position is created, a new job description is also created by management.

Job descriptions are used to generate vacancy postings and those postings are placed in a variety of locations and publications to ensure a broad and diverse “audience.” HAWS job vacancies are posted on our website, on various electronic sites such as Indeed, sometimes at targeted educational institutions based on the type of job and on the websites and in the print publications of professional organizations which would be associated with the position. We also publish our jobs in local newspapers when appropriate and we encourage hiring managers to simply “put the word out” among their colleagues and professional connections. Our Human Resources office also participates in job fairs in our community. We also send the job description out to our entire agency to make all employees aware of posted vacancies in the hopes that they too will help to recruit strong, diverse applicants.

Our Human Resources office screens the applicants and forwards all who meet the job qualification requirements, to the hiring supervisor. Once the supervisor has a sufficient pool, an interview committee is selected and the group meets with those applicants who the hiring supervisor has put forward. The committee is generally comprised of various employees inside and/or outside of the hiring department and the hiring supervisor. All efforts are made to ensure that there are people on the committee who understand what the person will do in the job and have an interest in making sure we select the best candidate for the job. Efforts are also made to ensure diversity among committee members. They interview and rate each applicant and share their scores, observations and recommendations with the hiring supervisor. Copies of that documentation is retained in HR and the hiring supervisor uses that information to determine who he/she would like to move forward in the process.

Reference and background checks are then completed by HR and the hiring supervisor to ensure that the applicant’s background makes him/her the best suited person for the position and to verify that past work history is in keeping with the needs and expectations of HAWS as an employer. The hiring supervisor uses the reference information, along with the interview feedback and the background check results, to determine if he/she will make an offer to a candidate. At this point the hiring supervisor is also seeking guidance, review and approval from his/her own boss (Director, Vice-President, etc.) in making this decision.



Once the decision is made to offer the job, the supervisor and his/her boss, in conjunction with HR, review the applicant's background and experience and agree upon a salary offer, within the range already established by HAWS for the position, and that offer is presented to the finalist.

Please enter the total number of **Full-Time Positions and Employees** you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	2	2	1	4	4	0
Professionals	3	2	2	5	35	3
Technicians	6	28	3	0	0	0
Office/Clerical	0	0	0	0	1	0
Laborers/Service Workers	0	0	0	0	0	0

Please enter the total number of **Temporary/Part-Time Positions (FTE) and Employees** you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	0	0	0	0	0	0
Professionals	0	0	0	0	0	0
Technicians	0	0	0	0	0	0
Office/Clerical	0	0	0	0	2	0
Laborers/Service Workers	7	8	0	1	3	1

**D.8.**



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

2019 Board Roster.docx

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

12

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

21

**ABILITY (5 POINTS)**

**D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."**

The Authority is requesting a renewal grant. The program is already running effectively within Forsyth County. No contingencies for start-up are known.

**D.12. How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?**

Participants are selected and assessed by the homeless service providers and/or the coordinated intake process, are screened by the Authority and then housed based on a first-come, first-served basis, as funds are available. Participants agree to participate in case management or continue employment. Up to 25% of existing participants who have actively participated in their case management and followed all program guidelines will be eligible to receive a permanent Housing Choice Voucher. By providing the Housing Choice Voucher assistance, it allows referring agencies to make additional referrals to slots made available. The program becomes more of a stepping stone to permanent housing. This is an existing program in which our homeless service providers (all of whom also participate in the Continuum of Care Homeless Council and Coordinated Intake) would continue to make referrals. Referrals also will be made from Rapid Re-Housing to transition into the HOME TBRA program.

## E. Cost Effectiveness

Case Id: 10597

Name: HAWS Home TBRA FY 20/21 - 2020/21

Completed by kchurch@haws.org on 11/21/2019 9:56 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 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$26,554,724.00	\$0.00	\$0.00
Fundraising	\$0.00	\$0.00	\$0.00
Management and General	\$19,258,417.00	\$0.00	\$0.00
	<b>\$45,813,141.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$5,310,863.00	\$0.00	\$0.00
Employee Benefits	\$2,004,344.00	\$0.00	\$0.00
Facility Rent and Utilities	\$2,162,058.00	\$0.00	\$0.00
Training and Conference Registration	\$42,250.00	\$0.00	\$0.00
Membership and Dues	\$25,730.00	\$0.00	\$0.00
Travel and Transportation	\$24,450.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$2,550,680.00	\$0.00	\$0.00
Other Operating Expenditures	\$32,702,766.00	\$0.00	\$0.00
Capital Outlay	\$990,000.00	\$0.00	\$0.00
	<b>\$45,813,141.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$300,000.00	\$0.00	\$0.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$34,843,333.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00
Memberships	\$0.00	\$0.00	\$0.00
Donations	\$0.00	\$0.00	\$0.00

Foundation Grants	\$0.00	\$0.00	\$0.00
Interest and Investment Income	\$391,112.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$10,701,035.00	\$0.00	\$0.00
	<b>\$46,235,480.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

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

Other Operating Expenditures include, but are not limited to, legal expenses, marketing, office equipment, miscellaneous administrative expenses, etc. Other Revenues include, but are not limited to, tenant/rental income, investment income, development fees, etc.

**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
2015	HOME TBRA	\$190,000.00
2016	HOME TBRA	\$240,000.00
2017	HOME TBRA	\$240,000.00
2018	HOME TBRA	\$240,000.00
2019	HOME TBRA	\$240,000.00

**E.3. Please complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program.**

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Rental Assistance	\$274,500.00	\$90,000.00	HAWS HCV Funds
Security Deposits	\$1,500.00	\$0.00	
Admin Fee (8%)	\$24,000.00	\$0.00	
Coordinated Intake and Case Management Salaries and Bonuses	\$0.00	\$240,000.00	United Way, SHP, CDBG, ESR, Bethesda Center, Salvation Army
Utility Deposits, Bus Passes, Food, Furniture, Utility	\$0.00	\$60,000.00	KBR, Salvation Army, Food Pantry, Bethesda Center, ESR
	<b>\$300,000.00</b>	<b>\$390,000.00</b>	

**E.4. 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.**

For the FY 20-21, the Authority is requesting an additional \$60,000.00 (total request \$300,000.00). The additional funds have been requested by the COC to assist the CIC Assessment Team with TBRA and RRH client cases.

**SUSTAINABILITY (7 POINTS)**

**E.5. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.**

This program allows for housing low-income homeless individuals/families, the disabled and the working poor quickly

when other types of subsidized or affordable housing are unavailable. The Authority will continue to convert up to 25% of the participants to permanent HCV - this allows for a consistent flow of new participants to enter into the HOME TBRA program. The current HCV Administrative Policy allows for the conversion of up to 25% of HOME TBRA participants whom are in good standing. The funds for case management and miscellaneous are through United Way (Coordinated Intake Center), Experiment in Self Reliance, Salvation Army, and Bethesda Center and based on past funding sources that they project to continue.

**BARRIERS (3 POINTS)**

**E.6. Describe any potential barriers to the project implementation and how you plan to overcome them.**

There are no known barriers to the program. The program has been very effective in substantially reducing the homeless population in Forsyth County.

**AVERAGE COST (5 POINTS)**

**E.7. 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:	\$300,000
Number proposed to be served for the year:	50
Average City funds per beneficiary:	\$6,000
Proposed funds from all sources:	\$795,754
Number proposed to be served for the year:	50
Average total funds per beneficiary:	\$15,915

## F. Required Documents

Completed by kchurch@haws.org on 11/19/2019 10:34 AM

Case Id: 10597

Name: HAWS Home TBRA FY 20/21 - 2020/21

Address: \*No Address Assigned

---

### F. Required Documents

---

Please provide the following information

---

#### Documentation

---

**Code of Conduct/Conflict of Interest Policy \*Required**

HAWS CodeofConduct.pdf

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

Form 990\_501(c)(3) status.docx

**Organization By-Laws \*Required**

HAWS Bylaws.pdf

**Articles of Incorporation \*Required**

HAWS Articles of Incorporation.pdf

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

HAWS Accounting Policies.pdf

HAWS Procurement Policy.doc

HAWS IT Policy - 11272018 - Final.pdf

HAWS Asset Disposal Policy - updated June 2019.pdf

HAWS Employee Handbook 2019.pdf

**IRS 501(c)3 Designation Letter \*Required**

Form 990\_501(c)(3) status.docx

Email from WSCity re 501c3 Classification.pdf

Audited financial statements or a third-party review **\*Required**

HAWS audit FY2018.pdf

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

**\*Required**

NCSOS Active Status.pdf

Other

*\*\*No files uploaded*

## G. Community Development Only

Completed by kchurch@haws.org on 11/19/2019 11:28 AM

Case Id: 10597

Name: HAWS Home TBRA FY 20/21 - 2020/21

Address: \*No Address Assigned

---

### G. Community Development 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."

**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.**

Ranges of Income	# to be served
0 to 30% of median	40
31% to 50% of median	2
51% to 80% of median	0
Greater than 80% of median	0

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

Participants will continue to be selected and assessed by the referring agency. Once the participant has been approved and referred to the Authority, the Authority does additional screening for violent criminal and drug related criminal activity and past Housing Authority debts. Once the participant is deemed eligible, the participant attends an orientation. The case manager assists the participants in locating housing and negotiating with the owner.

**3. Explain how services will assist participants in reaching objectives of the proposed project/program. Describe the policies or procedures for follow-up after participants leave the proposed project/program.**

Participants will have an enhanced opportunity of reaching self-sufficiency goals by first having stable, affordable housing. Additionally, they will receive case management from the referring agency in order to obtain needed services. There are no policies or procedures at this time to monitor or follow up on participants who leave the program.



## H. Construction/Rehab Only

Completed by kchurch@haws.org on 11/19/2019 11:28 AM

Case Id: 10597

Name: HAWS Home TBRA FY 20/21 - 2020/21

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."

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

2. Provide a projected timeline for the proposed work.

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

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

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

6. Describe the property management plan.

7. List the development team members.

8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.

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	Govmt Funding
--------------	---------	-----------------	-----------	---------------

---

### Documentation

---

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

\*\*No files uploaded

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

*\*\*No files uploaded*

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

*\*\*No files uploaded*

**Operating Budget**

*\*\*No files uploaded*

**Form 990**

*\*\*No files uploaded*

# I. Emergency Shelter Only

Completed by kchurch@haws.org on 11/19/2019 11:32 AM

Case Id: 10597

Name: HAWS Home TBRA FY 20/21 - 2020/21

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
	<b>\$0.00</b>

### 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
	<b>\$0.00</b>

## J. Rapid Rehousing and HMIS Only

Completed by kchurch@haws.org on 11/19/2019 11:32 AM

Case Id: 10597

Name: HAWS Home TBRA FY 20/21 - 2020/21

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
	<b>\$0.00</b>	<b>\$0.00</b>

## Submit

Completed by [kchurch@haws.org](mailto:kchurch@haws.org) on 11/21/2019 11:07 AM

**Case Id:** 10597

**Name:** HAWS Home TBRA FY 20/21 - 2020/21

**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.**

Kelly Church

*Electronically signed by [kchurch@haws.org](mailto:kchurch@haws.org) on 11/21/2019 11:07 AM*