

A. Organization & Contact Information

Case Id: 11116
Name: Hope To Thrive - 2021/22
Address: *No Address Assigned

Completed by joytwilliams@gmail.com on 11/20/2020 4:06 PM

A. Organization & Contact Information

The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

A.1. Organization Name

Hope to Thrive (non-profit)

A.2. Project/Program

Hope to Thrive Toxic Stress Mitigation and Prevention

A.3. FY 2021-22 Funding Request Amount

\$327,590.00

A.4. Agency's Total Operating Budget

\$62,000.00

A.5. Mailing Address

PO BOX 1472 Winston Salem, NC 27102-3343

A.6. Project/Program Location Address

5059 Butterfield Dr Winston Salem, NC 27105-3343

A.7. Organization Website

Hope to Thrive (non-profit)

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

2018

A.9. Organization Fiscal Year

April 1 - March 31

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Joy Williams, Co-Executive Director

A.13. Email

joy@hope2thrive.com

A.14. Phone

(336) 412-1382

CONTACT

A.15. Name, Title

Joy Williams

A.16. Email

joy@hope2thrive.com

A.17. Phone

(336) 412-1382

BOARD CHAIR

A.18. Name

Joy Williams

A.19. Term Expiration

04/01/2021

A.20. Email

joy@hope2thrive.com

A.21. Phone

(336) 412-1382

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B. Project Overview

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B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

Instability and economic loss from the Covid-19 pandemic have exacerbated chronic disease and made some more likely to commit assault, homicide, suicide, or fall into a deep depression, illicit activity, and more. In May 2020, California's General Surgeon Dr. Nadine Burke Harris told The New York Times the pandemic had created "a perfect storm" for increasing stress hormones that can negatively affect mental and physical health among vulnerable populations. That same month, the Winston-Salem Police Department announced that targeted aggravated assaults had increased 50% during the COVID-19 crisis.

Prolonged exposure to economic hardship, adverse childhood experiences, and violence feeds a deadly and cyclical trauma known as toxic stress, a recognized activation of the body's stress response system that is linked to the nine leading causes of death in the US, according to the Harvard's Center on the Developing Child. At least 60% of the population is affected by toxic stress, according to the CDC.

Hope to Thrive (HTT) inspires hope by reducing toxic stress among low income residents of Winston-Salem. One current low-income HTT participant exemplifies this adversity. A Black grandmother, confined to a wheelchair, lives with her veteran daughter and two grandsons under age seven. She has asked HTT for money for rent, utilities, food, and therapy, and help to move to a different location. In regards to her financial situation and stress load, this elder laments: "I can't take this no more; this here situation is too much." She is just one of several HTT families who express this type of exhaustion.

To alleviate the threats from toxic stress during and after the pandemic, HTT aims to provide a Toxic Stress Mitigation and Prevention Program to low-income households in Winston-Salem, concentrating on East and South Winston. Scholars agree there is a positive correlation between community building and improved mental health, and this program will deliver sustainable and replicable relief through meaningful and measurable outcomes, such as access to the Arts, emergency sheltering, and "Rapid Rehousing" financial assistance and services.

A grant from the City of Winston-Salem will support emergency sheltering and "Rapid Rehousing" financial assistance and services, such as housing counseling and transitional support. Funding will support HTT's plans to equip churches as temporary emergency shelters for vulnerable populations.

The grant will also support free community events, such as cultural dance classes (West African dance, salsa, Cherokee tribal dance, clogging), arts programming for youth engagement, and free music lessons. The funds will go towards hiring dance teachers, purchasing supplies (props, clothing, shoes, cameras etc.) and constructing an outdoor removable dance floor to hold dance classes throughout the City. The goals of Hope To Thrive's Toxic Stress Mitigation and Prevention Program are:

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Increase available temporary emergency shelters for vulnerable populations with 5 additional options within East and South Winston

Improve the housing stability of low-income residents through financial assistance and services for 20 - 80 low income households

Increase cultural engagement opportunities for Winston-Salem residents through providing at least 3 free monthly arts and cultural activities.

Increase the well-being of at least 56 low-income residents and youth of Winston- Salem through access to the Arts.

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

Hope to Thrive (HTT) participants will access this project through current programming and intentional partnerships. HTT currently runs a Holistic Produce Pantry that serves approximately 56 families, as much as twice a week. Many of the participants are housing insecure, need housing assistance, or do not qualify for assistance from many low-income housing providers because they are renters. Many of these participants fear eviction—although illegal—if they speak up about their housing problems, such as rodent infestation, landlord intimidation, or repair needs.

The participants will utilize HTT services through our Resource Advocates, who are volunteers who work under our Program Assistant, which both co-Executive Directors oversee, depending on the Spanish communication needed or the English. The Resource Advocates will connect the participants to services that will reduce toxic stress. These advocates will help counsel the participants and will consist of paid and unpaid staff and volunteers. Once a participant is identified as needing “Rapid Rehousing” financial assistance and services, their case is given to another department within HTT, the Finance Committee, also consisting of volunteers, and governed by the Program Assistant and both Co-Executive Directors, who will review the case, award an amount of financial aid, and/or provide additional referrals to help them gain access to paid advocacy and legal work. The Co-Executive Directors do not have a vote with either the Resource Advocate Committee or the Finance Committees, they are there to help answer questions about the capacity and provide oversight.

HTT would like to offer “Rapid Rehousing” financial assistance, services, and counseling to those who also need help understanding how housing services work. Produce pantry participants will learn about toxic stress mitigation and prevention services, including “Rapid Rehousing” financial assistance and services, through HTT's staff, promotional materials around Forsyth County, news releases, and word-of-mouth. The program's low-income participants will benefit directly from improved housing, which immediately reduces toxic stress levels, helping neighborhoods and communities as well.

Art and cultural opportunities will be held at the pantry and other locations throughout Winston-Salem for greater community access. The classes will be free on a first-come, first- served basis. We also are in the process of organizing online courses that can be accessed on-demand or virtually. This funding will help us make this programming accessible to those who are homebound or for all to maintain social distancing.

Participants can access these services by attending classes in person or online. With racial tensions high, and the City being segregated by race, ethnic groups, socio-economic status, and other dividers, there needs to be more intentional opportunities where different groups can come together as equals to problem solve. The arts programming is meant to bring people together of different backgrounds, and problem solve over an arts and culture event together, and to have the opportunity to build friendships through cultural foods, sharing in the activities, and reflecting together at the end of the arts programming. Not only is there a cultural-relational benefit for the individuals and the City, but the arts is also scientifically known to reduce stress, boost the immune system, and bring happiness and laughter.

B.3. Below, please provide anticipated service metrics into the appropriate fields.

Where applicable, 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. If applicable and serving individual clients over a period of time.

Average Number of Participants Served at a Single Time

3

Maximum Number of Participants to Be Served at a Single Time

3

Unduplicated Total Number of Participants to Be Served During the Program Year

80

NEED (7 POINTS)

B.4. Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.

Hope to Thrive clients are low-income Black and Latinx households in East and South Winston. Many of these households live in poverty, or their living expenses exceed their wages. Many use social programs such as WIC or SNAP or VA benefits to sustain them. There are also uninsured households and households with people who have physical or mental disabilities that prevent them from working. Others include (mostly female) elders, grandparents, and caretakers who live on a fixed income. The Spanish-speaking populations we serve are often undocumented and fear rejection by social services, deportation, or other harsh treatment.

Potential participants are used to going without. For example, if something breaks in their home, they will suffer or adapt, instead of replacing or fixing an item. Many live in fear, which puts them at higher risk for developing chronic diseases, such as stroke, diabetes, obesity, cancer, heart disease, and more. Often, participants suffer from many health ailments at one time, with stress as a significant contributor to their poor health. This situation inevitably increases their living expenses and increases their economic disadvantage, as any disposable income goes towards medications or items needed to help mitigate pain.

Based on observations, questionnaires, interviews, and surveys conducted by HTT between March 2020 and November 2020, we found that over 50% of our 26 consistent Holistic Produce Pantry participants are renting Section 8 or are otherwise housing insecure. Further, over 80% of our Holistic Produce Pantry participants could not improve their housing situation due to insufficient income for repairs, rehabilitation, the ability to afford something else, or lack of knowledge of housing rights, poor credit, or simply not knowing where else to go for help. We also found that roughly 90% of our participants responded positively to hearing music while shopping for food during pantry hours, while another 5% were indifferent and another 5% did not comment. Participants also responded positively to images and short documentaries about nature and nature conservation and even engaged in conversation around this content. We concluded that providing cultural experiences while shopping for food at the pantry is worth further investigation. The respondents all showed a positive attitude during and after arts and cultural activities.

B.5. Describe the unmet need that the proposed project/program seeks to address. Why does the population described above need the proposed assistance? Include data supporting the need.

Hope to Thrive (HTT) seeks to address and reduce toxic stress that affects the vulnerable population described in the previous question who lack transportation, face emotional barriers to improving their housing situation, and are low-income. Many of our clients come to us for aid, confiding in our small organization of trusted, caring staff. Our clients share the emotional trauma they are carrying. They share their fear of landlords or the stresses they find as they look for services to help them. They are often underserved because they need a long-term solution, not just an immediate one. Many of our clients go in and out of the ER because their stress levels aggravate underlying health conditions, and we're able to be with them through these challenging times.

HTT has personal relationships with our clients, and in turn, our clients are also many of our volunteers. HTT is located on Butterfield Drive in Winston-Salem, with a partnership with Grace Presbyterian Church that complements our holistic approach to thriving in health and well-being. Because housing security is a critical component of our goal, we also travel to about 30% of our clients' homes, dropping off food on porches, and at times, delivering inside homes. We see housing conditions firsthand, and we can assess what resources are needed. By developing a deeper understanding of our clients' situations, having resources to address the needs, we can better reach our goal of providing housing and thriving in health and well-being.

Community support in the form of food pantries, housing assistance, job training programs, counseling, therapy and free programs and activities at local libraries and through other partnerships can ease the burdens of adults suffering from toxic stress, according to Harvard's Center on the Developing Child. Meanwhile, the U.S. Department of Housing and Urban Development acknowledges the connection between housing and food insecurity, and many organizations are working towards improving housing security and eliminating food security. Not many are doing both simultaneously, within the very neighborhoods in which their clients live. To this end, HTT aims to help low-income East and South Winston-Salem residents reduce toxic stress through its proposed Toxic Stress Mitigation and Prevention Program with community supports ranging from a holistic produce pantry to arts and cultural activities to "Rapid Rehousing" assistance and "Rapid Rehousing" services that include credit counseling, housing counseling, and other services that will help them gain housing security.

COLLABORATION (6 POINTS)

B.6. 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?

Grace Presbyterian Church is one of Hope to Thrive's key partners. We share responsibilities for hosting the Healthy Eating Initiative by Grace Presbyterian Church and the Holistic Produce Pantry by Hope to Thrive. Grace Presbyterian Church's partnership with Crisis Control feeds both programs, while Hope to Thrive connects other sources to help supply the produce pantry, such as through our community garden, other farmers, and donated produce.

HTT's Holistic Produce Pantry is called "holistic" because it has been about more than produce from the start. Through a partnership with Neighbors for Better Neighborhoods, we've distributed PPE and helped people stay connected to other accessible resources since the start of the pandemic. We also help people gain access to mental health services. A partnership with the City of Winston-Salem granted us \$15,000, allowing us to do this in a meaningful way for English and Spanish speaking participants. We also received additional funding from the Black Philanthropy Initiative and the Winston-Salem Foundation, which continues to help the program.

These partnerships continue to help through the following processes:

Planning: Funding from the Winston-Salem Foundation allows HTT to invite participants to take on an ownership role

within the Holistic Produce Pantry. This ownership role means that we have several meetings during the week where we discuss Hope to Thrive's operations, including any needed changes or necessary planning. These meetings consistently have at least three - six persons involved with the planning various stages of HTT, and the meetings are open to any participant.

Implementation: HTT has over 20 volunteers that help implement our programs. Some of our volunteers come from Wake Forest Medical School and Physician Assistant programs, as well as their counseling programs, while our professional volunteers come from the Fearless Women network and HUSTLE WS in Winston-Salem. And we have volunteers throughout the US who help remotely with the capacity of HTT. We have started two committees within HTT. One committee consists of "Resource Advocates," who help participants find resources within the community. The other is the finance committee, which is tasked with approving financial assistance cases and reviewing budgets to make allocations and recommendations. Joy Williams and a board member then sign any checks for disbursement.

Operations: The Winston-Salem Foundation's Executive Director cohort, along with HandsOn NorthWest Winston-Salem, has started a support group for new executive directors. This group has already been instrumental in providing accounting support, policy and procedures, and other capacity-building resources to Hope To Thrive.

Oversight: The Board of Directors, and close nonprofit leaders, are strong resources who mentor Joy Williams as a new executive director, and will provide oversight. The board meets quarterly and can review all financial statements associated with the organization.

Performance Measurement: Our volunteers and staff will collect the needed data to analyze and report data regarding our program measurements. We want to ensure that our planned performance is executed, and outcomes are met or exceeded. We have partnerships that will hold us accountable to these metrics and program assessment through the participants, Board, the mentors of HTT, the Women's Earth Alliance, and the new Executive Director support group.

IDIS Setup

No data saved

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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

C. Strategy and Performance

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C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council. Indicate which of the City's strategic focus areas your program aligns with best (select one):

Livable Neighborhoods

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

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

PERFORMANCE (15 POINTS)

C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if the stated program goals provided in C.5. are not achieved.

The plan for monitoring and evaluating Hope to Thrive is ongoing. Internally, we have interviews with our participants weekly, checking in on food and other needs, making changes as necessary. We evaluate our metrics and goals through interviews, questionnaires, surveys, and observations. Our primary metric is the number of people we serve through our produce pantry outreach, and how many of those participants access the other toxic stress mitigation and prevention services, such as housing financial assistance or other housing services, such as housing counseling.

We plan to conduct six interviews per month, reaching at least four participants with each interview/focus group. We have a reflection at the end of each pantry to understand what needs to change and to bring a systemic change awareness to the immediate relief we are providing the community. We write down these responses. These interviews and focus groups are reaching, on average, each participant at least twice per month. We want to reach at least 80 households within the next fiscal year of providing these specific Rapid Rehousing Services. We know that this

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program will be successful if we are able to be funded to provide paid staff and financial means to serve at least 20 households with the hope of reaching 80 households with Rapid Rehousing Financial Assistance and Rapid Rehousing services, including emergency sheltering where needed. If we are not fully funded to provide the services in full as planned, then we will be able to re-evaluate what housing services we can provide that will make a significant difference for the undocumented Spanish-speaking residents, the disabled elders, and the low income families and individuals whom we aim to serve.

In the future, if fully funded, we plan to formally hire Gramercy Research Group, an evaluation firm, to provide a higher level of quality data to bolster our impact. Gramercy Research Group is a Black- and woman-owned business based in Winston-Salem. It is staffed by a team of experienced professionals and supported by a formal scientific advisory committee made up of five senior-level researchers with previous federal and private grant funding, a five-member Community Advisory Board, a pool of seasoned consultants in a variety of areas, and relationships with faculty at numerous academic and government institutions in fifteen states. Gramercy Research Group also has existing relationships with community- and faith-based organizations and community members in communities in twenty-nine states.

Suppose our above program goals are not met? In that case, it will be because our monitoring and evaluation system showed that we needed to change our program to better serve low-income populations through "Rapid Rehousing" financial assistance and "Rapid Rehousing" services.

C.4. 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.

The Hope to Thrive toxic stress mitigation and prevention program will prevent and mitigate toxic stress related to housing vulnerability in Winston-Salem through "Rapid Rehousing" financial assistance, "Rapid Rehousing" services, and arts and cultural activities.

The main research question for evaluating this program concerns the series of activities delivered by the program. Is the program's service activity—toxic stress mitigation and prevention activities—being implemented as designed?

We expect that the research firm will help to provide validated program measuring tools, such as validated surveys and questionnaires. As a backup plan, we intend to ask participants who attend the cultural classes to fill out a survey that will capture their awareness of the art and culture forms prior to accessing the classes. The participants will be able to drop into the classes on-demand, either virtually or in person (when allowed and safety is ensured). For the produce pantry participants who are also accessing the housing financial assistance and Rapid Rehousing Services, we expect to have an exit survey after they have gone through the process with the Resource Advocates (RAs). The RAs will be conducting interviews and surveys on each participant prior to and after the services to capture what, if anything, changed. The information will be collected either through hardcopies or through a digital format, both will be offered to cater to the different preferences and abilities of our participants. The filing system of the confidential data collected from participants will be held off site behind two locked doors within a locked office. We have arranged to contract with Gabrielle Sandor, who is a licensed Clinical Social Worker, to help us with the proper filing systems of our data and paperwork. Participants will be able to sign up for these services through our pantry and register to see an RA, or call the main number to request more information on how to enroll. In all cases, they are first assigned an RA and from there, can go through the criteria system to find the most appropriate resources.

Potential indicators for assessing the program model include the duration of the participant and RA meetings, and participant attendance rates, which can be collected through member logs or records. For example, after each meeting and pantry date, our volunteers may be responsible for recording how long the meeting lasted, how many

individuals attended the pantry or session with the RA, and the topics covered during the session. The evaluator will compile the data from all members' logs to assess whether the activities are implemented as designed and consistent regarding duration, attendance, and topics covered. Another potential indicator for determining whether activities are implemented as designed is volunteer members' delivery of the program curriculum to mitigate and prevent toxic stress through "Rapid Rehousing" and arts and cultural activities.

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 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
Improve the housing security of vulnerable populations needing emergency shelter	At least five churches will be identified to offer temporary emergency shelter for those who need Rapid Rehousing	This program did not exist past fiscal year	Worked with three churches to get them equipped to be temporary emergency shelters for low income residents needing temporary emergency sheltering	Work with five churches to be able to provide at least five people with Rapid Rehousing within the year
Improve the housing stability of low income residents	Lead team of Resource Advocates to provide resources, strategies, and navigation help to low income residents needing Rapid Rehousing financial assistance and services	This program did not exist last fiscal year	Work with 10 families to connect to local housing resources in the community only	Work with at least 20 - 80 families to connect to local housing resources, providing financial assistance, and services, and measure the increase in housing stability they have reached, goal at least 20% increase

<p>Increase the cultural engagement opportunities of Winston- Salem’s residents through arts and culture for one year.</p>	<p>Artists and cultural teachers provide at least three different free arts and culture opportunities per month for Winston-Salem’s residents within the year.</p>	<p>Provided arts and culture for 11 Winston- Salem residents on average once a month during the year; at least 5 of those residents had never taken the dance, art, or film classes.</p>	<p>Provided 3 arts and culture free classes in person and virtual for at least 50 Winston-Salem residents; at least 15 had never been in a class of that type before.</p>	<p>We anticipate we can reach 11- 15 Winston -Salem residents per month within the year, who are newly exposed to the cultural arts and culture activities and at least 50% will repeat the classes. We anticipate being able to specifically serve a small network of diverse youth through this program, as global leaders and world changers.</p>
<p>Increase the wellbeing of low income residents of Winston- Salem through the arts and culture toxic stress mitigation and prevention program within the year</p>	<p>Arts and culture providers offer online and in person arts and culture activities during the pantry times.</p>	<p>We provided at least 11 participants with arts and culture within their homes and 90% of participants said that it made them feel more calm; we did not offer a pantry last fiscal year.</p>	<p>We will provide at least eight free arts and culture classes during the pantry dates, being able to affect at least 12 participants that respond that they feel more calm.</p>	<p>We anticipate being able to offer a free arts and culture class at least during 85% of the pantry dates, affecting positively at least 90% of participants who report being more calm.</p>

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	11	40
FY 20-21 Current Year Projected Results	35	60
FY 21-22 Next Year Anticipated Results	137	177

C.6. FY 19-20 Program Accomplishments

In 2019, Hope to Thrive participated, led, and facilitated in conversations through our program called Faith, Sex, and

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Sexuality with over 15 people in person and over 100 online, aiming to raise awareness about sex trafficking, HIV/AIDS, sexual abuse, and trauma. We also offered this space for conversations that many people struggle with regarding relationships to self at the intersection of faith.

In addition, we launched our first youth summer program for over 10 teens and young adults and offered a graduating senior a college scholarship/stipend for participating in our first cohort of the Global Leaders, World Changers Program, funded through personal donations. These youth learned about cultural foods, spoke Spanish, and reflected on the global current events, and had opportunities to solve real world problems in the community, such as food insecurity.

We received a \$2,500 award from Neighbors for Better Neighborhoods, which allowed us to create a sense of community for seniors within the Butterfield Community through the Rockin' Senior Program, sharing music and dance within their homes, and collecting stories about food, which led to the development of a community garden that connected youth in the neighborhood. We served more than 11 elders and found that this interaction was meaningful for them. Two of these community members have since passed away, and the families shared how much they appreciated Hope To Thrive's relationship with their loved ones. One black older woman resident (age 60) who was bed-ridden shared, "Joy, thank you for not forgetting about us. This is really, really nice."

Through our Arts and Culture programming, we were able to perform in various spaces throughout North Carolina, offering hope and healing through dance, painting, visioning boarding, and more. We were able to affect more than 300 audience members/participants across North Carolina and beyond through these in person and virtual programming.

Joy Williams, Master of Fine Arts in Dance Choreography, Master of Public Health, and Master of Divinity, lead these programs for Hope to Thrive as the Founder, full-time unpaid Director.

At the end of our fiscal year, March 2020, COVID-19 hit, and Hope To Thrive began to have conversations and adapt the planning, which would eventually become the Holistic Produce Pantry that would take full effect within the current fiscal year, April 12020 - March 31 2021.

C.7. FY 21-22 Key Objectives

"Increase cultural engagement opportunities for Winston-Salem residents through arts and cultural activities for one year"

We chose this objective because we will provide cultural opportunities for Winston-Salem residents to engage in, whether virtually or in-person. This engagement includes dance classes, films, cultural cooking seminars, and more. It is not enough to provide the opportunity, but rather, to present it as an opportunity that builds social capital, friendships, relationships, and a more unified city equipped to work through and learn about often segregated similarities and differences. We aim to reach over 100 people with our arts and culture program, including the numbers reached from our Holistic Produce Pantry, the participants who go through the Rapid Rehousing Financial Assistance and Services, and the residents of Winston-Salem at large, including investing in a small youth art cohort during the summer Global Leaders, World Changers Program.

"Increase the well-being of low-income residents of Winston- Salem through exposure to the Arts within the year"

According to HUD, housing and food insecurity are very much related to each other, which means that our produce

pantry likely has many housing-insecure participants who are dealing with multiple levels of stress. The City of Winston-Salem Police Department has reported that since COVID-19 aggravated assaults are up 50%, and according to Dr. Nadine Burke-Harris, General Surgeon of California, this level of stress, medically-termed toxic stress, feeds into higher risks of crimes, such as aggravated assaults.

We are building an evidenced-based program that will allow pantries to adapt to the needs of insecure communities beyond food, teaching participants how to relax, cope, or experience calm to lessen stress and increase quality of life. We chose this key objective because it allows us to show the impact of reducing toxic stress among the food and housing vulnerable populations in tandem with the importance of attending to the mental health that housing insecurity brings.

“Improve housing security for vulnerable populations in need of emergency shelter”

We chose this metric because many of our participants are housing insecure and with financial assistance from WS, we are confident we can improve their living situation and therefore the WS community. Through working with five churches, we can serve at least five people who are needing temporary emergency shelter, including undocumented, Spanish-speakers as well as domestic violence and domestic abuse victims. There are other resources that will connect these persons to the shelters that will help maintain and guard confidentiality and provide the needed support services. Our role is to equip the churches to house the people, and to be a safe temporary emergency shelter if present shelters remain filled or at capacity due to COVID-19. The placement of the individuals into the churches will be the role of partnering organizations or, the churches themselves that identify people within their network.

“Improve the housing stability of low-income residents”

We chose this metric because many of our participants are housing insecure due to their rent, mortgage, utilities, and/or housing services, and our mission is to help them cope with this level of stress to improve their health and the health of the overall community. We aim to reach at least 20 households with the expectation that we can reach 80.

D. Organizational Capacity

Completed by joytwilliams@gmail.com on 11/20/2020 4:11 PM

Case Id: 11116

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Address: *No Address Assigned

D. Organizational Capacity

Please provide the following information

MISSION (5 POINTS)

D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?

Hope to Thrive is a non-profit that inspires hope for individuals, families, and communities to thrive in complete health and well-being. We do this by strengthening and coordinating faith networks, food chain pathways, and health care systems in addition to offering innovative opportunities for positive creativity and transformation.

Hope to Thrive engages people within these networks as individuals, beginning with their own process of understanding, but not without considering the broader context, such as oppressive systematic barriers imposed upon rural and urban communities.

By engaging individuals as part of these systems, Hope to Thrive acknowledges that cultural behaviors can stem from trauma related to these systems, such as lack of access to healthcare and healthy food. This can then manifest into poor health outcomes—from diabetes to depression to the contraction of sexually-transmitted diseases or infections.

Hope to Thrive addresses these outcomes, focusing on meaningful activities, such as community dialogues, arts and culture, and any activity that can help mitigate and prevent toxic stress holistically. These activities allow people to explore their own beliefs, learn from others, and gain clarity by enabling them to enter into and engage with each other in open and honest spaces.

Hope To Thrive's mission is to inspire hope for all communities to thrive in health and well-being.

FUNCTION (5 POINTS)

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

Hope to Thrive was incorporated in 2018.

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

Hope to Thrive is currently:

Sharing helpful information regarding COVID-19 prevention and food resources in Winston-Salem, both in English and Spanish over social media, hardcopies, and other platforms.

Seeking out mental health services by locating providers who speak English and Spanish and work within trauma-informed therapy to address underlying and now exacerbated occurrences of toxic stress and to mitigate adverse childhood experiences. To date, five therapists have been identified, over five participants have accessed the services.

Partnering with Grace Presbyterian Church to provide food for vulnerable populations in and around the Carver High School area, over Fifteen families to date.

Supplying fresh fruits and vegetables related to specific chronic disease prevention within Winston-Salem's vulnerable populations.

Providing in-depth COVID-19 education through WHO's free training education portal, provided on its website and shared with churches and community groups.

Writing protocols for churches, groups, community gardens, and others to implement essential services safely under COVID-19 Executive Orders and WHO recommendations. Three protocols to date have been written and are available for free download on www.healingjoyministries.wordpress.com website.

Organizing an Elder Pal program for elders isolated from family and friends, delivering food to their front step, either in their homes or writing letters to elders in facilities. Fifty-two participants across the nation; 54% concentrated in Winston-Salem.

Working with other organizations to connect COVID-19 resources and model share throughout other Black and Latinx communities in Winston-Salem, such as Monticello Park, a focused neighborhood of United Way. Hope to Thrive is in partnership with them to expand food distribution to families who are unable to go to NAACP and Carver High School during their food distribution hours.

At least 26 families consistently utilize the food pickup on Tuesdays of fresh fruits and vegetables, whether white, Black, young, undocumented Spanish Speaking or elderly. All need the food program and come to pick up bread, fruits, and vegetables.

Sanitation materials are provided during the pantry days.

The demand for Spanish resources is immense, and Hope to Thrive is working with a few other organizations across NC, especially in Robeson County, to translate, produce, and distribute information regarding COVID-19 in Spanish to create prevention resources and make supplies available. Our outreach to the undocumented Spanish-speaking community is an important one; and we feel that our bilingual director, Joy Williams, and Co-Executive Director, Anita Ortiz Luna, is able to efficiently do that. We have two Spanish-speaking groups that we work with in Winston Salem; one is connected to Herbalife and has around 30 households, and the other, within the community in which Hope to Thrive serves, totals around 20 households.

In addition, many of these families need secure shelter, and Hope to Thrive has begun to work with faith communities to equip them with protocols and supplies to provide short-term day and night emergency shelter for families within their networks who are experiencing increased risk to injury, abuse, or other adverse experiences, while adhering to social distance guidelines, sanitizing of surfaces, washing of hands, and other recommendations and governmental regulations.

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
----------------	-------------------	---------------------------	----------------------------------

Co-Executive Director	Oversight of program, running meetings, tracking, directing programming in English	30	100.00 %
Co-Executive Director	Oversight of Spanish translations, programming, and oversight of overall operations, advising, running meetings, and tracking program data	30	100.00 %
Program Assistant	Helping to run and operate the meetings and program for participants	20	100.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Joy Williams	Co Executive Director	\$52,000.00	100.00 %
Anita Ortiz Luna	Co Executive Director	\$48,000.00	100.00 %
Cynthia Palaez	Program Assistant	\$37,000.00	100.00 %

D.6. Attach an organizational chart

 **Organizational Chart *Required**

Hope To Thrive Organization Chart.docx.pdf

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

Describe the hiring process and how it is structured to provide the most diverse candidate pool.

Currently, Hope to Thrive is not intending to hire outside of our current staff, we just plan to pay our staff. We plan to keep the staff that is currently involved with the program, and just add payment to their work. There is a large inequality of paying women, and people of color, and it is important to HTT to not only ask for funds to run the program, but to provide funds to offer a livable wage, which creates more accessibility within the work itself, and allows us to serve the very communities in which we live, play, and worship within. The staff that have attained positions with Hope to Thrive have started to volunteer through connections of The Winston Salem Foundation, HUSTLE, and other platforms.

Joy Williams, MPH, MFA, MDiv, is the founder and first Director of Hope to Thrive. She started the produce pantry in her yard when Grace Presbyterian Church was closed, and is a resident of East and South Winston Salem. She has been an unpaid Director since the start of Hope to Thrive, and is also one of the providers of some of the contract work that Hope to Thrive has been able to secure in the past. She is bilingual, and is passionate about reaching the hard to reach in Winston Salem, using her personal lived experiences of food insecurity, housing insecurity, and other toxic stress experiences as information in how to direct a program that serves the needs of those that her professional training highlights as vulnerable.

Anita Ortiz Luna is from Morazan, El Salvador and became a permanent resident of the US in 2018, and thus moved to California with her three children. She has a background in Social Work, and she came on board with Hope To Thrive formally in 2020, but has been in partnership with Hope to Thrive since 2017 when she and Joy started partnering over immigration and how to keep families united in Morazan, a rural area in El Salvador where many immigrants to

the US come from. She works remotely from California, advising over HTT's program decisions that involve immigrants and provides operational, language, and institutional support to HTT.

Cynthia Aguilar Palaez, bilingual, is a graduating student, majoring in Accounting, from Salem College and came on board with Hope to Thrive in August 2020. She took over the financial bookkeeping of HTT, and is now transitioning the books to CPA's, learning the skill of accounting through training, and guiding Hope to Thrive with writing financial internal measures along with the hired CPA. She will be hired on as a Program Assistant taking a leadership role to help organize both the Resource Advocates and the Financial Committee.

Note: There is a difference in pay between Joy Williams and Anita Ortiz Luna to account for the written submissions of work, such as grants, Joy submits in English, that Anita does not, however, we are still structuring the division of work to both have equal pay, to reflect the equal decision making power.

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					1	1
Professionals						
Technicians						
Office/Clerical						
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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						1
Professionals					4	1
Technicians	1	2	2			
Office/Clerical						1
Laborers/Service Workers		1		2	2	1
Total Part-Time/Temp						

D.8.



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

Board list.xlsx

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

1

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

4

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."

Hope to Thrive will begin to implement its operational plan for this program when allocated funds are deposited, the outsourced accounting firm is informed, and the Resource Advocate and Financial Committee teams have met to engage the accounting firm's process.

Phase I will involve reviewing the criteria for how the Resource Advocate teams and the finance committee will work together and within their respective committees. This process should take two or three meetings to solidify a plan beginning this project. The committees are already working together regarding the budget allocated by current sources, and we have both teams set up.

In Phase II, identified participants will work with a Resource Advocate regarding this new housing funding, and the RA will work through the criteria paperwork with each client. We have three RAs who will each take on no more than three clients at a time and will make referrals to the Finance Committee for "Rapid Rehousing" financial assistance or further "Rapid Rehousing" services. This phase can take anywhere from one week to as long as it takes for a client to fill out the criteria paperwork and return a housing request to the Finance Committee.

In Phase III, each participant referred to the Finance Committee for further "Rapid Rehousing" financial assistance or "Rapid Rehousing" services will be reviewed. This phase should take one or two weeks to complete.

In Phase IV, the final recommendations are sent to the Co-Executive Director to be signed by two check signers of the organization or otherwise approved by the Board. This phase should take anywhere from a few hours to one day.

In total, the timeline should take as little as 2.5 weeks or as much as 1.5 months from the first allocation of funds or services. The program's contingencies depend on the Resource Advocates and the Financial Committee members availability to meet. The period that the funds are dispersed could conflict with committee members' schedules. In those cases, we will ensure that the majority of the members can meet to move forward with the program.

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?

The eligibility are low income households, and we are certain that our Resource Advocates will go through the criteria and the screening process to ensure our intended population is served, and served well. We will also have materials in both Spanish and English to address any language barriers.

Many of the Hope To Thrive staff come from the same vulnerable communities in which it serves. We approach the work not from outside of the community, but as someone who understands community needs which informs our work, making it more accessible and inclusive to the community. We are intentional with making sure that we can employ the same faces of the people we serve. For example, our contract workers include those Spanish Speaking persons who migrated to the US by foot, were detained at the border, and through a long legal process now have a work permit to legally work. They have unique knowledge of the challenges, trauma, and housing insecurity felt by newcomers. In addition, our current leader, Joy Williams, came from a background of housing insecurity and since COVID-19, had to access housing and food services to stay afloat as well. Our policies and procedures are currently being written with a detailed view of what it means to be trauma-informed, and to approach this work with equity, fairness, dignity, and making sure all have equal access to the services, benefits, and programming. We have resources in Spanish and English in order to reach a wider audience. The Co-Executive Director, Anita Ortiz Luna, is Spanish Speaking, a newcomer to the US who gained her permanent residency, and is overseeing the Spanish

Speaking outreach. Having co-leadership is important so we can ensure our ability to reach a wider audience and make Spanish Speakers feel more comfortable.

Hope to Thrive is in its second year of operating a program based on grant funding. We are working with an organizational development coach to write trauma-informed policies and procedures. We are working with COMPASS at the University of Houston in Texas to compile a set of policies and procedures to be ready by April 1, 2021, our next fiscal year.

These trauma-informed policies and procedures will be culturally sensitive and include ways to engage with vulnerable populations by considering how trauma adds to toxic stress.

We want to make sure that the vulnerable populations are not being taken advantage of, which influences how we market this program. We must gain permission to use photos, quotes, and anything else that might identify our participants. Our outreach must be inclusive and reach all those who need our services and activities within our area of focus within East and South Winston, but are open to serve any resident of Winston Salem who meets the criteria that our Resource Advocates will ensure is explained to all interested. The Board will help approve eligibility criteria if there is a discrepancy, and receive and evaluate any appeals to ensure fair and equal access to this program by all.

E. Cost Effectiveness

Case Id: 11116

Name: Hope To Thrive - 2021/22

Completed by joytwilliams@gmail.com on 11/20/2020 4:07 PM

Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$5,000.00	\$62,000.00	\$335,104.00
Fundraising	\$500.00	\$0.00	\$0.00
Management and General	\$20,000.00	\$0.00	\$137,000.00
Total Expenditures by Program	\$25,500.00	\$62,000.00	\$472,104.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$0.00	\$8,000.00	\$137,000.00
Employee Benefits	\$0.00	\$4,000.00	\$8,000.00
Facility Rent and Utilities	\$0.00	\$0.00	\$7,200.00
Training and Conference Registration	\$0.00	\$0.00	\$0.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$0.00	\$500.00	\$6,000.00
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	\$2,500.00	\$8,000.00	\$194,514.00
Other Operating Expenditures	\$2,500.00	\$6,500.00	\$119,390.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$5,000.00	\$27,000.00	\$472,104.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$0.00	\$15,000.00	\$327,590.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$1,000.00	\$0.00
Admissions/Program Revenues/Sales	\$0.00	\$3,000.00	\$58,272.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$0.00	\$570.00	\$23,309.00
Foundation Grants	\$5,000.00	\$6,500.00	\$58,272.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$2,000.00	\$4,661.00
Total Revenues by Category	\$5,000.00	\$28,070.00	\$472,104.00

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

The \$2000 listed under "Other" for Projected 20-21 FY came from a fundraiser in which we raised that amount.

The \$4661 in Proposed FY 21-22 represents the contributions projected by the Board.

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	COVID-19 Relief	\$15,000.00

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
Rent and Utilities	\$7,200.00	\$1,500.00	in kind donation
FT Co- Executive Director	\$52,000.00	\$23,000.00	in kind donation
FT Co- Executive Director Anita	\$48,000.00	\$0.00	
Program Assistant	\$37,000.00	\$0.00	
Contractors	\$50,000.00	\$68,000.00	In kind donations
Benefits	\$8,000.00	\$8,000.00	Foundation grants
Telephone	\$1,440.00	\$3,000.00	Board
Printing and Signage	\$2,000.00	\$1,272.00	Foundation Grants
Professional Services	\$5,000.00	\$21,000.00	Foundation Grants
Software and Licenses	\$500.00	\$0.00	
Website design and Maintenance	\$3,600.00	\$3,309.00	Donations
Outreach and Advertising/group specialized group supplies and advertising	\$5,000.00	\$20,000.00	Donations
Legal Services	\$3,500.00	\$6,272.00	Sales
Accounting Services	\$3,500.00	\$12,000.00	Sales
Insurance	\$1,600.00	\$0.00	

Rapid Rehousing services Supplies (journals, pens, books, etc.)	\$30,000.00	\$0.00	
Teachers and Artists	\$11,250.00	\$0.00	
Rapid Rehousing Financial Assistance	\$58,000.00	\$0.00	
	\$0.00	\$0.00	
	\$327,590.00	\$167,353.00	

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

Executive Director

(FT Exempt)

\$52,000.00 the salary of full time director position to run the arts and housing activities

Co-Executive Director

\$48,000.00 To organize the Spanish Speaking resources and programming

Program Manager

\$37,000.00 to help manage the administrative duties, contracts, etc.

Contractor Funds (Freelancers)

\$50,000.00 to help run the program for the arts, offering participant stipends for the diverse youth, and various contracts with other organizations and local businesses to provide the services, such as credit repair, as well as other

Rapid Rehousing services and emergency sheltering

Benefits at 8%

\$8,000.00 offering benefits to employees

Expenses - Administrative

Rent and rent-related/utilities

\$7,200.00 the cost of rent and/or rent related for storage of materials, etc.

Telephone

\$1,440.00 business use for the organization for these housing programming

Printing and Signage

\$2,000.00 to reach out to participants for the programming, brochures to illustrate services

Software and Licenses

\$500.00 quickbooks, Word, Adobe, etc.

Website design and maintenance

\$3,600.00 to have someone keep the website up to date

Outreach & Advertising

\$5,000.00 to reach out to various communities about the services we offer

Legal Services

\$3,500.00 to write contracts and oversee our legal advising operations with contract workers

Accounting Services

\$3,500.00 to maintain accurate records of all funding, we are currently working with CPA Anita Quarles for the Financial Review and CPA Evariste Ntirenganya for bookkeeping oversight and writing protocols for internal controls, tax preparation, etc.

Insurance

\$1,600.00 to equip the organization with liability coverage for the arts and culture classes

Expenses - Operating

Professional Services-

\$5,000.00 To pay for select specialized groups for professionals to host, such as peer groups for housing counseling, and services, or specialized art groups for youth or elders or those with mental or physical disabilities, etc. to increase housing stability and/or arts and culture in Winston Salem

Outreach and Advertising/supplies for group- Specialized Groups Supplies (journals, pens, books, financial worksheets, etc.)\$5,000.00 to purchase for low income participants who will need supplies to access the housing counseling, credit counseling, etc., and special advertising to reach specific participants

Teachers and Artists and related costs to the arts and culture programming
\$11,250.00 to pay the teachers and artists for their work for the art program

Rapid Rehousing Financial Assistance

\$58000 The funds used to offer Rapid Rehousing Financial Assistance

\$30000 The funds used to secure Rapid Rehousing Services, such as housing counseling, credit repair, etc.

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.

Compass, Gilead, The University of Houston, they are providing Organizational Development to write policies and procedures that are trauma informed. This service will supplement the City funds because the business consulting classes, valued at \$5,000 will be spent to write quality and effective policy and procedures to keep vulnerable participants emotionally and physically safe. This coaching will also lead into consulting around grant writing and identifying applicable funding sources, which would further support the City's funds as a sustainable investment.

HandsON NorthWest Winston Salem and The Winston Salem Foundation through their Executive Director Leadership group are providing Executive Director leadership coaching, accounting, policy and procedure consulting, and many other needs to help with capacity building. These services that they provide through this Executive Director group is valued over \$10,000. The group will have access to training, education, and professional services, and in total, it will save the organization several thousand dollars, and will help boost the City funds into a sustainable financial level.

Women's Earth Alliance is a network of over 400 women who are business leaders and non profit leaders in the US. I am part of the 2020 cohort, and am gaining free capacity building skills, as well as network opportunities. We are focusing on mission, vision, mission statement, projects, outcomes, evaluation, and more. This is valued at over \$30000, and is a four month process, at which I am able to stay connected with the network to continue to receive the capacity building skills.

Wake Forest School of Counseling Program is providing two interns to work with our participants to help with the assessment of reduced toxic stress and provide actual mental health services. This value will help the evaluation of the program, as well as drive the program into an evidenced based model, and is valued at over \$30,000.

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.

This is Hope To Thrive's first year in requesting funding from the City of Winston Salem. We first asked for funds for the COVID-19 Relief, and not this request in 2020. We are requesting this year because we were funded first with the City through the COVID-19 Relief grant, and prior to that, Hope to Thrive was just forming as an organization, and the founder, Joy Williams, was concentrating on program development to prepare for funding requests.

We were granted funding by the City of Winston Salem for Covid-19 Relief in June of 2020, and we were not funded at the full amount then. We took steps to be able to adjust our programming to the needs of the participants, and also still maintain the integrity of the line items that we requested funding for. We were able to meet large milestones, and use the City of Winston Salem funding as a seed to then request funding from other sources to grow the program and provide the needed services at a larger scale, which impacted more families.

To that end, we feel that if we were not fully funded by the City of Winston Salem in this case, we would be able to have the same approach. We would reduce the quantity of our services, but still maintain the integrity of the program, and the quality of the program. The City's funds are really supporting full time staff that can take time to sustain the program long term, and not be distracted through part time work in other fields in order to create a sustainable living for themselves. The majority if not all the staff are from the same vulnerable communities in which we serve most of our clients and participants who are low income, or are housing vulnerable.

Specifically, if we were not funded fully, we would reduce paid staff time, and again, reduce the quantity of the activities, and reduce the amount of contract laborers to fulfill the services, and retain the majority of the funds to maintain the quality of the program.

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.

Hope to Thrive is constantly seeking funding from various funding agencies as well as sources. We have been able to fundraise over \$2000 as well as provide consulting services for a fee, garnering \$3000 in added revenue. We also have added two additional funders, other than the City, which has allowed us to raise over \$25,000 within five months. Our projected raised revenue that will continue is expected to be at least that amount by the end of our fiscal year in March, totaling at least \$50,000. We expect that our efforts to fundraise and find the needed resources is part of the challenge that we can successfully complete.

We have several partners that are working with us that are not charging us for their services, and this only helps to build our network, which will also increase our funding network and ability to ask requests of the close relationships Hope To Thrive enjoys building. Two particular entities, The Women's Earth Alliance and COMPASS Gilead both have specific strategies and coaching geared towards fundraising through various sources, not just grants, to raise money for this project. Those networks will help open up needed avenues of sources of revenue.

Sustainability is not only about funding, but it is also about staff retention, having the right staff in place, and about organizational capacity to carry out programs. All of these areas have been carefully thought out and Hope to Thrive is moving towards the direction of making sure that our compensation with benefits will retain staff, from even thinking about historical racism and sexism, and making sure that we compensate based on accumulated setbacks that a competitive pay can help give an advantage to navigate through systemic discrimination and barriers to getting basic living accommodations, such as stable housing, mortgage rates, cost of eating a healthy diet, access to healthy and

affordable foods, etc. We take pride in doing the research to help figure out what is a fair and competitive amount to pay that will take into consideration these economic barriers that translate into vulnerable housing situations that our staff may also face.

We are working with expert leaders, such as the Women's Earth Alliance, to help us uncover how to retain staff competitively and thoughtfully to address these historical discrimination, and to build up our organizational capacity in terms of job descriptions, internal policies and procedures, board development, leadership development, and more.

We are moving our program into an evidenced-based model, and the City's funds will allow us to make that jump, while also building the stability and the capacity of our program to use as a seed to gain other funder's trust and support.

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.

Potential programmatic barriers is if the reduced funding reduces the staff time to the point of not being able to retain at least one full time staff person to be able to rearrange any needed logistics or work to maintain communication with the paid contract labors.

Our plans to overcome this challenge is to secure our volunteers that would specifically help to work with communication. We were able to work with the University of Chapel Hill to work with four interns who were specializing in Public Relations. They were able to help create a webpage for Hope to Thrive and keep up with social media, and work out other communications that Hope To Thrive needed. We are on the APPLES PR list with the University of Chapel Hill, and expect to get four more interns both for the Spring and the Fall semester of 2021 to help with communication.

We also will continue working with our network to build up the program starting with our volunteers, which could be another barrier to the program implementation. We hope that adding paid staff will reduce the impact if our volunteer base diminishes for some reason, but up until this point, we have several volunteers that step in, so even if one person is strapped and can no longer volunteer, we have someone else who is willing to step in to help.

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

We actually are all currently unpaid because the grant funds that we have secured to date are restricted funds that only go towards direct services. We are long term committed community members of the communities in which we serve. We cannot think of any institutional barriers related to staff vacancies, pending departures, or plans to overcome those aspects, as the staff and contract labors deeply care about the work and are invested beyond the paid position. However, we seek payment to help offset the sustained costs of being invested in this work as both a community member, and someone who is providing the services to the community.

One area that could be a barrier is the need to strengthen our Board. We are in the process of board development. We plan to focus on board development during the next fiscal year in 2021. And will have a new chair in place, along with at least two additional board members. We are in the process of deciding who those board members are currently, and they are planned to start April 1, 2021. Currently, we have three board members, we had four,

however, one of them took a leave of absence when his wife became ill, and we have not replaced him as of yet, but are in the process of reviewing and interviewing potential candidates.

Our plans for overcoming his place is to strategically work with partners to build up the board of Hope To Thrive, while also maintaining the training and the capacity building of the current board to help continue with the oversight of Hope To Thrive.

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:	327590
Number proposed to be served for the year:	177
Average City funds per beneficiary:	1850.79
Proposed funds from all sources:	472104
Number proposed to be served for the year:	177
Average total funds per beneficiary:	2667.25

F. Required Documents

Completed by joytwilliams@gmail.com on 11/17/2020 6:50 PM

Case Id: 11116

Name: Hope To Thrive - 2021/22

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

- Code of Conduct/Conflict of Interest Policy *Required**
Conflict of Interest.pdf

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

- Organization By-Laws *Required**
Bylaws (Hope to Thrive) (2.28 w.o TC).docx.pdf

- Articles of Incorporation *Required**
Certified AOI-Hope to Thrive.pdf

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

- IRS 501(c)3 Designation Letter *Required**
HopeToThriveIRS exempt notice-converted.pdf

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

Financial Review.pdf

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

***Required**

North Carolina Secretary of State Search Results.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11116
Name: Hope To Thrive - 2021/22
Address: *No Address Assigned

Completed by joytwilliams@gmail.com on 11/20/2020 4:08 PM

G. Income Based Projects/Services Only

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

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

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

Income Range	# to be served
0 to 30% of median	35
31% to 50% of median	25
51% to 80% of median	10
Greater than 80% of median	10

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

For our income based Rapid housing financial assistance and Rapid Rehousing Services those who are low income and fall within the income brackets are eligible for services. Our Resource Advocates will be able to screen and go through the eligibility determination that includes reviewing current bank statements, past filed taxes, proof of income, and statements from participants as to their financial status. We are asking as well, if the participants currently qualify for any public assistance, such as SNAP, WIC, or other public assistance.

For some of our populations who need the Rapid Rehousing assistance and services, and asking for this level of detailed information prevents them from accessing the services, such as the undocumented community. For that case, we will work with them involving the Board, the funders to make sure there are other options we can use as proof of criteria, and if not, then we will go into our unrestricted funds that are fundraised to serve those participants.

H. Construction/Rehab Only

Completed by joytwilliams@gmail.com on 11/20/2020 4:08 PM

Case Id: 11116

Name: Hope To Thrive - 2021/22

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

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

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

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

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

H.6. Describe the property management plan.

H.7. List the development team members.

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

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	Govmt Funding
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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 joytwilliams@gmail.com on 11/20/2020 11:25 AM

Case Id: 11116

Name: Hope To Thrive - 2021/22

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	\$4,000.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$2,000.00
Utilities	\$3,000.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$2,000.00
Supplies	\$5,000.00
Maintenance or Minor Repairs	\$4,000.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$20,000.00

J. Rapid Rehousing and HMIS Only

Completed by joytwilliams@gmail.com on 11/20/2020 4:08 PM

Case Id: 11116

Name: Hope To Thrive - 2021/22

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	\$20,000.00
Rental Application Fees	\$6,000.00
Security Deposits	\$2,500.00
Last Month's Rent	\$6,000.00
Utility Deposits	\$3,500.00
Utility Payments	\$12,000.00
Moving Cost Assistance	\$3,000.00
Overhead Costs (limited to 15% of total activity request)	\$5,000.00

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

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$5,000.00
Housing Search and Placement	\$2,000.00
Mediation	\$5,000.00
Legal Services	\$6,000.00
Credit Repair	\$5,000.00
Counseling	\$4,000.00
	\$0.00
Information and Referral	
Monitoring/Evaluation of Progress	\$3,000.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00
Information and Referral	
	\$0.00
Information and Referral	
	\$0.00
Information and Referral	
	\$0.00

Submit

Completed by joytwilliams@gmail.com on 11/20/2020 4:11 PM

Case Id: 11116

Name: Hope To Thrive - 2021/22

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.

Joy T. Williams

Electronically signed by joytwilliams@gmail.com on 11/20/2020 4:11 PM