

Program Overview

Completed by ryan.jones@uwforyth.org on 4/25/2022 2:49 PM

Case Id: 15274

Name: 2022 UWFC Asset Based Supportive Housing -

Address: *No Address Assigned

Program Overview

Please provide the following information.



City of Winston-Salem
ARPA Transformational
Non-Profits Application

City of Winston-Salem
P.O. Box 2511
Winston-Salem, NC 27102
336-727-8000
ARPA@cityofws.org

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

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

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

Minimum Criteria

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

Scoring Process and Matrix

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

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

Defining Performance Measures

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

Upcoming Application Orientation Session

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

Contact Information

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

A.Contact Information

Completed by ryan.jones@uwforysyth.org on 4/25/2022 2:51 PM

Case Id: 15274

Name: 2022 UWFC Asset Based Supportive Housing -

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

United Way of Forsyth County

A.2. Mailing Address

301 N Main St Suite 1700 Winston-Salem, NC 27101

A.3. Organization Website

forsythunitedway.org

A.4. Year 501 (c)(3) Status Obtained

1,974

A.5. Organization/Agency Fiscal Year

-71,202,206,302,023

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?

Yes

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name

Cynthia

A10. Last Name

Gordineer

A11. Title

President and CEO

A12. E-mail

cindy.gordineer@uwforysyth.org

A13. Phone Number

(336) 723-3601

BOARD CHAIR

A14. First Name

Trisha

A15. Last Name

Coleman

A16. E-Mail

tmcoleman@novanthealth.org

A17. Phone Number

(336) 277-1040

A18. Term Expiration Date

12/31/2024

B. General Project Information

Completed by ryan.jones@uwforysyth.org on 4/25/2022 11:10 AM

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Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

Asset-Based Supportive Housing

B.2. Project Location/Address

301 N Main St., Ste. 1700 Winston-Salem, NC 27101

PROJECT CONTACT/MANAGER

B3. First Name

Andrea

B4. Last Name

Kurtz

B5. Title

Senior Director, Housing Strategies

B6. E-Mail

andrea.kurtz@uwforysyth.org

B7. Phone Number

(336) 577-6826

C. General Project Narrative

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C. General Project Narrative

Please provide the following information.

C.1. Provide description of project and how funds will be used

Led by United Way of Forsyth County (UWFC), this project is a collaboration between UWFC, Neighbors for Better Neighborhoods (NBN), and City with Dwellings (CwD). The Asset-Based Supportive Housing project combines the power of individualized peer support, resident advocacy, and asset-based community development (ABCD) to improve individual economic stability, maintain affordable housing stock, and ultimately build the capacity of very-low-income neighborhoods to establish a self-directed path toward community-level economic stability.

The Asset-Based Supportive Housing partnership is seeking to embed resident peer support specialists in up to four communities located in Qualified Census Tracts and known for a high concentration of residents who are formerly homeless and/or who are disproportionately experiencing negative social determinates of health – particularly, low economic stability. (Note: The goal of the project is to work simultaneously in 3-4 communities, however, the project can be scaled up or down based on available funding).

Peer support specialists will be identified from among current residents of the target communities - Northwoods Estates, Lakeside Villas, Eastgate Village, and LaDeara Crest – and will be trained to provide a unique combination of individualized connection to human services for high-need residents and broader training and leadership development for residents seeking to drive systems-level change.

This project is in part designed to bring stability and community connection to individuals exiting homelessness, a population that frequently suffers from isolation and faces challenges that compound that isolation such as substance abuse and untreated mental illness. These individuals are at a high risk for returning to homelessness if they remain disengaged from their new community and/or do not know how to access the services and treatments that are available to them. The resident peer support specialist will help these individuals along the path to stability by connecting them to their neighbors and ensuring they begin to build a sense of community, while also connecting them to UWFC's existing network of partners delivering wraparound supports to address their unique medical, mental health, substance abuse and financial needs.

This project also addresses additional challenges placing newly housed individuals at risk of returning to homelessness. The low and dwindling availability of affordable housing causes many of these individuals to return to communities that are economically distressed and plagued by systemic disparities. This environment of low economic stability often coincides with elevated substance abuse and mental health challenges among residents, making it less likely for formerly homeless individuals to permanently break the cycles that initially led to their homelessness. More broadly, these intrinsic inequities impact whole communities by creating environments that are not hospitable for individuals and families having access to the resources that could help them become more economically stable.

Peer support specialists will be trained to employ ABCD to drive leadership and engagement among residents, ultimately equipping them with the knowledge, skills, and agency necessary to bring about the changes they wish to see in their

own communities. With UWFC as a lead partner, residents will benefit from our existing connections to community-based organizations and our ability to convene service providers to address the specific social service needs residents prioritize as part of the ABCD model. Amplifying these efforts, UWFC will also work with landlords as part of this project to establish agreements to keep existing housing affordable and accessible to residents who are demonstrating their investment in the stability of their communities.

By investing at both the human service and community systems level, this project mitigates the compounding negative effects of systemic inequities and individual disengagement from community supports.

In addition to using the best practice models of peer support and ABCD, all three partner organizations have staff trained in trauma resilience. Both CwD and UWFC have staff that are certified trainers in this best practice model of developing trauma-informed systems that work both on the individual and community levels to address the impacts of trauma, abuse, violence, poverty and racism on communities.

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

Participants are residents of the housing communities that this project targets. The peer support specialists located in each of these communities - Northwoods Estates, Lakeside Villas, Eastgate Village, and LaDeara Crest – would receive training to support high-needs individuals facing mental health and/or substance abuse challenges as well as training to engage residents using the ABCD model to enact systems-level change. Our outcomes are improved community engagement and connections, and the prevention of return to homelessness among newly housed individuals. Additionally, this project would lead to overall improved housing and economic conditions as a result of the two-pronged human services and systems change approach.

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

800

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

Yes

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$377,956.48

C.6. Total Capital Funding Request

\$0.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

0

C.8 Operating Spending Timeframe

36

D. Project Budget Categories

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D. Project Budget Categories

Please provide the following information.

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

Operating Costs	Total
Program Manager (Peer Supervisor)	\$50,000.00
Peer Support Specialists (3 @ \$30K each)	\$90,000.00
Fringe Benefits (3 staff)	\$33,000.00
Resident Leaders (4 @ \$10,000 each)	\$40,000.00
Program Director- NBN (20% salary)	\$12,000.00
Training Coordinator - NBN (25% salary)	\$8,500.00
Landlord Specialist (15% salary)	\$6,708.00
UWFC Program Director (10% salary)	\$6,100.00
Travel/Transportation	\$5,000.00
Equipment/Supplies	\$4,000.00
Outreach/Engagement	\$4,000.00
Housing/Utilities (Peer Specialists)	\$29,400.00
Training/Development - CwD	\$7,500.00
ABCD Training - NBN (16 people @ \$200/person)	\$3,200.00
Communtiy Engagement - NBN (16 people @ \$200/person)	\$3,200.00
Trauma Informed Training - NBN (16 people @ \$200/person)	\$3,200.00
Trauma Informed (Train-the-Trainer) Certification	\$30,000.00
Misc. (materials/printing/supplies)	\$5,000.00
Admin - CwD (% of ED and org time)	\$10,000.00
Admin and Coordination - UWFC	\$27,148.48
	\$377,956.48

Capital Costs	Total
N/A	\$0.00
	\$0.00

PROJECT/PROGRAM REVENUE CATEGORIES

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

Operating	Total
City of WS Transformative Grants Program	\$377,956.48
	\$377,956.48

Please list below all known/expected **individual** grants and contributions totaling 10% or more of the project's budget.

Note: capital revenues and expenditures must be balanced (be equal)

Capital	Total
N/A	\$0.00
	\$0.00

E. Demographic and Geographic Distribution

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E. Demographic and Geographic Distribution

Please provide the following information.

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

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

Yes

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

100.00 %

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

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.

F. Alignment to Strategic Plan

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F. Alignment to Strategic Plan

Please provide the following information.

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

Tier 1:

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

Tier 2:

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

Tier 3:

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

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

Tier 2

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

Tier 1

F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you

selected.

The primary focus of this project is to interrupt and mitigate the cataclysmic cycle of poverty that many very-low-income residents face - particularly those with a history of eviction, doubling up, and homelessness. This investment will bring economic and personal stability to formerly homeless individuals so that they do not continue returning to homelessness. It will also empower all residents of the targeted developments to choose, develop and implement strategies – e.g., improved housing stability, improved housing quality, or improved access to transportation or employment – they feel would best help to improve the overall economic conditions for their community. The drivers the residents choose to address once they have received training and support in ABCD as part of this project will help them make positive steps toward lifting themselves out of poverty and improving the economic mobility of their entire community.

Secondarily, as part of the Asset-Based Supportive Housing project, UWFC is coordinating partnerships between supportive housing programs and property owners to accelerate investment in the rehabilitation of substandard units. This is to create more housing opportunities for people exiting homelessness or periods of housing instability.

G. Collaboration

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G. Collaboration

Please provide the following information.

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

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

2

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

United Way of Forsyth County (UWFC) will collaborate with two core partners, Neighbors for Better Neighborhoods (NBN) and City with Dwellings (CwD) to deliver programming.

As the backbone partner for this project, UWFC is well-positioned to convene community partners in a unified effort that prioritizes equity and targets underserved populations with intentional, transformational programming. UWFC's ability to break down programmatic silos and provide continuous improvement support for community-based organizations through data and evaluation results in better systems-level outcomes that cannot be achieved by individual partners working alone. As the Asset-Based Supportive Housing project begins to make progress with residents identifying and prioritizing specific service needs for their neighborhoods, UWFC will use our existing relationships with community-based organizations to ensure desired services are targeted to those in most need of them. Additionally, UWFC will serve as the point of engagement with the property owners of the targeted developments to incentivize and accelerate the rehabilitation of substandard housing, thereby increasing opportunities for housing for people at or below 50% of the AMI.

City With Dwellings will be the key partner providing a wide range of peer-delivered services to the residents of the target neighborhoods. These services include a peer-led service delivery model that embeds peer specialists as residents in the community to create connections and provide support using a collaborative, strengths-based peer coaching model. The project would offer participants assistance with an array of services, such as housing retention, employment, education, securing entitlements/benefits, making social connections, criminal justice issues, reuniting with children and families, living healthier lifestyles, becoming financially informed, and dealing with trauma. The peer support components of this project would be staffed by a program supervisor and certified peer specialists. The peer staff involved in the program have lived experience with homelessness, mental illness, substance use, and/or time spent in mental health and criminal justice institutions. All program staff become certified peer specialists via North Carolina's Certified Peer Support Program (NCCPSS) or a comparable peer support certification process. Peer staff will be versed in recovery and wellness principles and will be trained in motivational interviewing, the Wellness Recovery Action Plan (WRAP), trauma-informed practices, and using a problem-solving method.

Neighbors for Better Neighborhoods will provide training in ABCD to our peer support specialists, which will enable them to convene residents in the target neighborhoods, empowering them to choose, develop and implement strategies

– e.g., improved housing stability, improved housing quality, or improved access to transportation or employment – they feel would best help to improve the economic mobility of their own communities. NBN is positioned within the targeted communities to address multifaceted issues in poverty by pushing for systems change, policies, and cultural relevance through resident-led engagement to make a difference in their communities. With a focus on civic engagement, equitable development, and economic mobility, NBN uses the ABCD framework to bring residents’ perspectives to the table so they can make solution-driven decisions to voice what impacts their communities and city. Additionally, NBN will implement trauma resilience training in the target communities with a goal of connecting with residents who have experienced homelessness. Partnering with CwD, NBN will facilitate training focused on developing a foundation of knowledge about the root causes of trauma and toxic stress.

H. Administration/Reporting

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H. Administration/Reporting

Please provide the following information.

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

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

Workload	Each peer support will have at least 1 contact with new residents within first month of leasing; Each peer support will have at least weekly contact with individuals in supportive housing programs to support residents in achieving housing stability goals
Effectiveness/Outcome	An increase in participants who are either attending school regularly or currently employed; Improvement in social connectedness; Improvement in the ability to function in everyday life; Positive outcomes for reductions in serious psychological distress, binge drinking, and involvement with the criminal justice system; Increases in housing stability (length of time remaining housed in the community); Positive outcomes described by the participants themselves through story, case notes; Improved housing quality

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

Yes

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

Our project blends three - peer support, ABCD and relies on an evidence-based program for building trauma resilient communities. <https://resources.depaul.edu/abcd-institute/resources/Documents/WhatisAssetBasedCommunityDevelopment.pdf> http

Program Model Evaluation

***No files uploaded*

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).

Risk Matrix

Risk Assessment - UWFC.xlsx

I. Capacity

Completed by ryan.jones@uwforysyth.org on 4/25/2022 4:01 PM

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Address: *No Address Assigned

I. Capacity

Please provide the following information.

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

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

The collaborative intent behind the Asset-Based Supportive Housing project directly aligns with United Way of Forsyth County's (UWFC) mission, which is to bring the community and its resources together to solve problems that no one organization can address alone.

For nearly 100 years UWFC and its precursor organization the Community Chest have served the Forsyth County community by leveraging resources to meet the human service needs of residents of Forsyth County. UWFC benefits and serves the residents of Forsyth County in multiple ways. Through our investments and the leveraging of those investments through key partnerships, UWFC helps to improve the lives of residents in the areas of Education, Health, Income and Basic Needs. In addition, UWFC is a leader in our community in addressing human service needs with data-informed decision making, which allows us to focus every dollar of our investments on its highest and best use for achieving real, lasting change in our community.

The major projects of UWFC are:

- Community investments in the areas of Economic Mobility and Socioeconomic Wellbeing
- Housing Matters—coordination and backbone support to the WSFC Continuum of Care
- The Forsyth Promise—cradle to career education network
- Place Matters—strategic investment in 13 neighborhoods to help develop thriving neighborhoods
- Partnership for Prosperity—community-based initiative to address poverty in Forsyth County

UWFC's community investments support programs across Forsyth County that serve citizens of our community with a wide range of human services. Investments in each area are driven by a set of community goals and outcomes which are developed by Impact Councils staffed by experts in each area from across the community and members of our partner agencies.

While there are many agencies and programs in our community addressing the needs of people in underserved communities, UWFC's major projects demonstrate the power of organizing and coordinating services to leverage the power of many organizations working together to solve seemingly unsolvable problems; for instance, homelessness - since UWFC began work with the WSFC CoC through its Housing Matters initiative, chronic homelessness has decreased by over 90%.

I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the

project. Include any relevant current programming and experience providing similar services.

The breadth of experience across the human service spectrum that UWFC staff have will help support the success of the Asset-Based Supportive Housing project as it seeks to combine the power of individualized peer support, resident advocacy, and ABCD to improve individual economic stability, maintain affordable housing stock, and ultimately build the capacity of very-low-income neighborhoods to establish a self-directed path toward community-level economic stability.

For nearly 100 years UWFC and its precursor organization the Community Chest have served the Forsyth County community by leveraging resources to meet the human service needs of residents of Forsyth County. UWFC benefits and serves the residents of Forsyth County in multiple ways. Through our investments and the leveraging of those investments through key partnerships, UWFC helps to improve the lives of residents in the areas of Education, Health, Income and Basic Needs. In addition, UWFC is a leader in our community in addressing human service needs with data-informed decision making, which allows us to focus every dollar of our investments on its highest and best use for achieving real, lasting change in our community.

The major projects of UWFC are:

- Community investments in the areas of Economic Mobility and Socioeconomic Wellbeing; Over 100,000 residents impacted
- Housing Matters—coordination and backbone support to the WSFC Continuum of Care; Over 90% reduction in chronic homelessness
- The Forsyth Promise—cradle to career education network; Creation and implementation of The Data Sharing Project (DSP) which provides critical evaluation and continuous improvement support to education-based programs in Forsyth County, and a streamlined, secure tool for community agencies and schools to work with student data
- Place Matters—strategic investment in 13 neighborhoods to help develop thriving neighborhoods; 9 new homes built in the Bowen Park Community (first new builds in over 50 years); 70 seniors able to remain in their homes as a result of aging-in-place initiatives; 90% of individuals served have reduced financial strain, have a medical home, report an increase in healthy lifestyle behaviors, and/or report improved overall health; and more
- Partnership for Prosperity—community-based initiative to address poverty in Forsyth County; Established Community Assets and Resources Map for Forsyth County

Our experience with supporting and managing the collaborative projects and initiatives above provides us with the experience and technical knowledge to support the growth of the Asset-Based Supportive Housing project.

The primary staff at UWFC involved in supporting this project include Andrea Kurtz, Senior Director of Housing Strategies, Rodd Smith, Senior Direct of Place Based Initiatives, Paula McCoy, Director of The Partnership for Prosperity, Cedric Parker, Faith-Based Engagement Coordinator, and Karen Britton, Landlord Engagement Specialist. This team is a part of the larger UWFC Community Planning and Investment Team, led by Debbie Wilson, Chief Impact Officer. UWFC staff has helped to lead a highly successful implementation of the strategic plans of the CoC including a 90% reduction in chronic homelessness.

In addition to the staff at UWFC, this project is supported by City with Dwellings and Neighbors for Better Neighborhoods staff. Oversight and management of this collaborative project will be led by the management team consisting of Andrea Kurtz, Ruth Burcaw, and Latoya Robinson.

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

Lack of quality affordable housing stock and negative biases and assumptions toward very-low-income tenants are two

significant barriers that this project will face. However, this project is inherently designed to address these barriers. We aim to build relationships between residents and property owners by implementing the ABCD model, which increases the capacity of residents to organize and define the programs and services that would most help them to become more economically stable and, thus, more attractive tenants. By demonstrating the pride, commitment and investment of residents in the stability of their community, this project incentivizes property owners to invest in unit upkeep and encourage longer-term tenancies.

This project will take a three-prong approach to implementation:

CwD will embed one peer support specialist per 50 units on each property (2-3 per property). These peer support specialists will work with identified residents who are new to the community to ensure they have the support they need to establish long-term housing stability. The peer support specialists will also help residents new to the community connect and build relationships with their neighbors and provide support for learning how to be a good neighbor and an asset to the community. UWFC will leverage established relationships with our partners in the target communities – led by our Housing Matters, Partnership for Prosperity, and Place Matters initiative teams – to identify resident peer support specialist candidates with lived experience of the issues faced by our target participants.

NBN will work with the peer support specialist to identify and train resident leaders in ABCD and will support the resident leadership team in helping the community identify needs and develop strategies for having those needs met. In the past, community residents have identified the need for improved housing quality, access to childcare, transportation, and health and human services.

The Housing Matter’s team Landlord Recruitment specialists will work with the property owners/managers at the identified communities to engage them in this project and support them in quickly filling any vacancies and help leverage opportunities to work with the resident leaders to improve housing quality and neighborhood conditions.

I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.

Evaluating and measuring impact is critical to assessing the effectiveness of our efforts. Each partner maintains their own system of tracking outcomes.

UWFC collects and tracks outcomes and measurements from all our funded partners in our cloud-based system, e-CImpact, which enables centralized reporting and the ability to mass report all program outcomes, including outcomes specifically related to this project. Using this system, program partners measure program-specific outcomes, while also identifying outcomes that support collaborative impact and reflect the defined goals for the Asset-Based Supportive Housing project. We require mid-year and end-of-year reporting, and all reports are summarized for review by our board.

NBN uses an in-house tracking system and both the Housing Matters team and CwD track individual client engagement and progress in the NC Homeless Information Management System (NC HMIS). Through this system, the Asset-Based Supportive Housing project will be able to track the success of formerly homeless residents and their improvement in housing and economic stability. While the UWFC e-CImpact system will allow us to look at the collective impact of our work, the NC HMIS system will specifically allow us to look at the impact of this project from the lens of housing stability, and its impact on decreasing returns to homelessness.

J. Impact/Community Need

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J. Impact/Community Need

Please provide the following information.

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

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

The Asset-Based Supportive Housing project addresses interconnected, and ongoing challenges faced by our community.

First, the cycle of homelessness that many experience when mitigating factors and persistent systemic inequities cause them to fail to maintain housing after exiting homelessness. In fiscal year 2021, 8% of individuals exiting homelessness to permanent housing in the prior two years returned to homelessness. Forsyth County has seen an exponential increase in the number of evictions, with an anticipated 10,000 evictions this year.

For the last several years, the length of time people spend homeless has increased 36% from 78 days in fiscal year 2018 to 122 days in fiscal year 2022. This rise in average length of time homeless corresponds to both the decrease in the number of available housing units for people of very low income, as well as the COVID-19 pandemic.

In fiscal year 2021, 1,297 people were served by the homeless system. Of these, 37% were able to exit to permanent housing. These exits to permanent housing are taking significantly longer than in prior years because of the lack of affordable housing. It is taking 36% longer to exit to permanent housing than in fiscal year 2018.

There is also a lack of available quality affordable housing stock. UWFC has maintained a landlord engagement staff since 2010 and, during the last two years, they have noticed a remarkable decline in the number of units that are in good condition and affordable to people who earn under 80% AMI.

Finally, our community is plagued by systemic inequities that impact very-low-income individuals in our target communities. The Asset-Based Supportive Housing project targets communities in areas of Forsyth County comprised of predominantly Black residents and marked by a historic lack of investment, which has led to systemic inequities and residents disproportionately experiencing negative social determinants of health. The Asset-Based Supportive Housing project is a response to the fact that health and economic indicators trend in the wrong direction particularly severely for these neighborhoods.

This project is in part designed to bring stability and community connection to individuals exiting homelessness, a population that frequently suffers from isolation and faces challenges that compound that isolation such as substance abuse and untreated mental illness. These individuals are at a high risk for returning to homelessness if they remain disengaged from their new community and/or do not know how to access the services and treatments that are available to them. The resident peer support specialist will help these individuals along the path to stability by connecting them to their neighbors and ensuring they begin to build a sense of community, while also connecting them to UWFC's existing

network of partners delivering wraparound supports to address their unique medical, mental health, substance abuse and financial needs.

This project also addresses additional challenges placing newly housed individuals at risk of returning to homelessness. The low and dwindling availability of affordable housing causes many of these individuals to return to communities that are economically distressed and plagued by systemic disparities. This environment of low economic stability often coincides with elevated substance abuse and mental health challenges among residents, making it less likely for formerly homeless individuals to permanently break the cycles that initially led to their homelessness. More broadly, these intrinsic inequities impact whole communities by creating environments that are not hospitable for individuals and families having access to the resources that could help them become more economically stable.

Peer support specialists will be trained to employ ABCD to drive leadership and engagement among residents, ultimately equipping them with the knowledge, skills, and agency necessary to bring about the changes they wish to see in their own communities. With UWFC as a lead partner, residents will benefit from our existing connections to community-based organizations and our ability to convene service providers to address the specific social service needs they prioritize as part of the ABCD model. Amplifying these efforts, UWFC will also work with landlords as part of this project to establish agreements to keep existing housing affordable and accessible to residents demonstrating their investment in the stability of their communities.

By investing at both the human service and community systems level, this project mitigates the compounding negative effects of systemic inequities and individual disengagement from community supports.

J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.

In the short term, the Asset-Based Supportive Housing project will improve housing stability (length of time remaining housed in the community) for individuals exiting homelessness by providing them with a network of support designed to prevent problems from escalating to crises. We anticipate improved housing quality for very-low-income residents of our target communities, as well as the retention of affordable housing stock through our work to engage property owners to incentivize and accelerate the rehabilitation of substandard housing, thereby increasing opportunities for housing for people at or below 50% of the AMI.

Additionally, we expect:

- An increase in participants who are either attending school regularly or currently employed
- Improvement in social connectedness
- Improvement in the ability to function in everyday life
- Positive outcomes for reductions in serious psychological distress, binge drinking, and involvement with the criminal justice system
- Positive life outcomes described by the participants themselves through story and case notes

J3. Describe the long-term impacts of the project/program and how they align with the community need identified above.

The Asset-Based Supportive Housing Project seeks to address both the individual impacts of poverty as well as the systemic challenges in neighborhoods with significant concentrations of poverty. Long-term, the Asset-Based Supportive Housing project is an investment in the ability of residents in our target communities to convene and mobilize to drive economic mobility and stability at both the neighborhood and individual level leading to systems-level change that benefits all Forsyth County residents.

In prior work in the census tracts where this project is located, residents have identified several significant areas of where investment is needed including Housing, access to education and economic mobility. As we increase the number of residents who have access to services enabling them to become economically stable and the number of residents who remain successfully housed through a combination of individualized peer support and overall improved housing conditions, the impact on our county will become evident as fewer adults are living in poverty and we have an increase in housing stability for the neighborhood. With fewer people relying on public assistance or overusing emergency services as a result of being unhoused or unconnected to human services support, our entire community benefits from the reduced taxpayer burden.

J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.

We will measure these outcomes using baseline information on the average length of tenancies and rates of evictions. We expect the data to show an increased length of stay and decreased rate of evictions. We also expect to see a decreased return to homelessness via NC HMIS system data. We will measure community-level outcomes through standard tracking of number of residents served, number and nature of engagements, and the percentage of the population being engaged/impacted by peer support services. We will also be able to observe and measure the overall improved economic conditions in the neighborhoods as a result of resident-led ABCD engagement.

K. Funding Stability

Completed by ryan.jones@uwforyth.org on 4/25/2022 3:42 PM

Case Id: 15274

Name: 2022 UWFC Asset Based Supportive Housing -

Address: *No Address Assigned

K. Funding Stability

Please provide the following information.

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

K.1. Have your organization's operating revenues covered operating expenses the last three years?

Yes

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

19.00 %

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

100.00 %

K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.

The goal of the Asset-Based Supporting Housing project is for the target communities to become ultimately self-sufficient in their ability to drive economic stability by the end of this three-year investment in skill development, ABCD training, and improved availability of affordable housing stock.

The partners in the Asset-Based Supportive Housing project will continue to fundraise, and seek support for this successful model, including but not limited to private foundations, individual donors and other potential investors.

Please note the following:

- This request represents an expansion and enhancement of existing work. This project will not move forward without ARPA funding, therefore this funding stream represents 100% of our request.

- This project can be scaled per community based on the amount of funding available. Our budget is inclusive of transformative impact within all four of the communities outlined in our proposal.

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



Commitment Letters

CwD Letter of Commitment.pdf

NBN Letter of Commitment.pdf

L. Representation

Completed by kathleen.wiener@uwforysith.org on 4/25/2022 10:53 AM

Case Id: 15274

Name: 2022 UWFC Asset Based Supportive Housing -

Address: *No Address Assigned

L. Representation

Please provide the following information.

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

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

Name	Race	Ethnicity	Gender Identification
David P. Barksdale	White		Male
Jason Bragg	White		Male
Trisha Coleman	White		Female
John V. Elliott	White		Male
Andy Hagler	White		Male
Jennifer Heaton	White		Female
Victor Isler	Black		Male
Kirk Saville	White		Male
Rogan Kersh	White		Male
Bobby Kimbrough	Black		Male
William Lewis	Black		Male
Sallye Liner	White		Female
Martha Logemann	White		Female
Kim Mann	White		Female
Tricia McManus	White		Female
Pam Oliver	Black		Female
Robert Quick	White		Male
Oscar Santos	Hispanic/Latino		Male
Jeffrey Skinner	White		Male
Tiffany Spainhour	White		Female
Janet Spriggs	White		Female
Kelly Sutton	White		Female
Coleman Team	White		Male
Catrina Thompson	White		Female
Patrice Toney	Black		Female
Claire Tuttle	Black		Female
Brent Waddell	White		Male
Letitia Wall	Black		Female
Betty Lou Vontsolos	White		Female

M. Required Documents

Completed by ryan.jones@uwforyth.org on 4/25/2022 2:57 PM

Case Id: 15274

Name: 2022 UWFC Asset Based Supportive Housing -

Address: *No Address Assigned

M. Required Documents

Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, [Click Here](#)

Documentation

Code of Conduct/Conflict of Interest Policy *Required

UW Code of Ethics.pdf

Copy of the agency's latest 990 Form as submitted to the Internal Revenue Service *Required

UW 990 signed.pdf

Organization By-Laws *Required

UW Bylaws.pdf

Articles of Incorporation *Required

UW Articles of Incorporation.pdf

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

UW Anti Discrimination Policy.docx

Fair Housing and Non Discrimination Policy.docx

UW Financial Procedures.pdf

UW Personnel Policies.pdf

UW Procurement Policy.PDF

UWFC Accounting Policies & Procedures Summary Document 2008.doc

IRS 501(c)3 Designation Letter *Required

UW 501(c)3.pdf

Most recent audited financial statements or a third-party review *Required

UW audit FY1920.final.pdf

North Carolina Secretary of State - Current and Active Status *Required

UW NCSL 11.15.21_11.15.22.pdf

N. Submit

Completed by ryan.jones@uwforysyth.org on 4/25/2022 4:14 PM

Case Id: 15274

Name: 2022 UWFC Asset Based Supportive Housing -

Address: *No Address Assigned

N. Submit

Please provide the following information.

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

Ryan Jones Garner

Electronically signed by ryan.jones@uwforysyth.org on 4/25/2022 3:43 PM

04/25/2022