

Program Overview

Completed by rconnor@nchsm.org on 4/23/2022 12:41 PM

Case Id: 15080

Name: VHVH - 2022

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 rconnor@nchsm.org on 4/23/2022 12:52 PM

Case Id: 15080

Name: VHVH - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

VHVH, Inc. (Veterans Helping Veterans Heal)

A.2. Mailing Address

VHVH c/o NCHSM 2575 W. Clemmonsville Road, Suite 102
Winston-Salem, NC 27127

A.3. Organization Website

VHVH.org

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

2,011

A.5. Organization/Agency Fiscal Year

701

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

Ron

A10. Last Name

Connor

A11. Title

Director of Operations

A12. E-mail

rconnor@nchsm.org

A13. Phone Number

(336) 744-1313

BOARD CHAIR

A14. First Name

Craig

A15. Last Name

Peatross

A16. E-Mail

craigpetross@wellsfargo.com

A17. Phone Number

(336) 714-3242

A18. Term Expiration Date

12/31/2022

B. General Project Information

Completed by rconnor@nchsm.org on 4/23/2022 12:56 PM

Case Id: 15080

Name: VHVH - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

Communications Plan and Website Update

B.2. Project Location/Address

3614 Glenn Ave NE, Winston-Salem, NC 27105

PROJECT CONTACT/MANAGER

B3. First Name

Ron

B4. Last Name

Connor

B5. Title

Director of Operations

B6. E-Mail

rconnor@nchsm.org

B7. Phone Number

(336) 744-1313

C. General Project Narrative

Completed by nancygould.ws@gmail.com on 4/25/2022 10:48 AM

Case Id: 15080

Name: VHVH - 2022

Address: *No Address Assigned

C. General Project Narrative

Please provide the following information.

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

VHVH 24-bed Transitional Housing with Intensive Supportive Services program:

VHVH is the only local 501(c)(3) organization whose program directly addresses the special needs of a relatively small, but very important sector of our community's most vulnerable citizens, our homeless veterans. Its mission's is "to provide a safe, clean and secure temporary living environment with supportive services to homeless male veterans (for up to 2 years) who may also be addressing mental, substance abuse and/or financial and legal barriers to securing increased income and permanent housing". As each participant progresses through the program, he will improve his mental and physical health; obtain additional education and job coaching, preparedness, and training; gain greater financial independence; and be prepared to live stably in a permanent home.

Communications Plan and Website Update Project:

To support and strengthen the overall organization and program, VHVH is requesting a City of Winston Salem ARPA Transformative Grant in the amount of \$50,000. These funds, along with other funding, will allow VHVH to hire the professional marketing services to guide its leadership in developing a formal, written comprehensive communications/marketing plan and update the VHVH website and digital presence.

The total project cost is \$59,000. Other funders will augment the City's contribution an additional \$9,000. These funds will be used to hire a short-term manager to ensure the project moves forward as quickly and effectively as possible, and to secure 5 years of website update and maintenance service.

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

VHVH Program Access:

Veterans who are experiencing homelessness are referred to VHVH primarily through the Veterans Affairs Salisbury Medical Center (VAMC). However, the Winston-Salem and Forsyth County United Way, churches, charitable organizations and homeless shelters also refer potential residents to VHVH. In addition, VHVH has a community outreach liaison who looks for veterans who may be residing in a homeless shelter or nontraditional habitation such as cars, under bridges, or on the streets.

Eligibility Determination and Appeals.

Collaboration with the VA and local CoC help ensure equal access to VHVH, also. VHVH accepts Veterans with considerable legal history, including violent offenders. In addition, VHVH does not have a 30-day sobriety requirement prior to admission. This allows more Veterans into the program as fast as possible. Once qualified by the VA, applicants are seldom not accepted. Only when there is a potential concern for the safety of existing residents and staff is a participant not allowed into the program or must leave the program. VHVH and VA policies are, upon request, to reevaluate anyone who does not meet qualifications to enter the program. Once it is determined that an applicant is not a safety threat and meets all the entry requirements, he may enter the program.

If a Veteran relapses during his stay at VHVH, he is encouraged to use counseling and substance abuse groups to deal with a first time relapse. If a Veteran relapses a second time, he is asked to enter into a behavioral contract that, among other requirements, restricts his movements in the community and requires a senior resident or staff member to accompany the Veteran when he leaves campus. Relapsed Veterans are encouraged to attend groups at the VA Kernersville Health Care Center. If the VA substance abuse treatment team there recommends him to an Intensive Outpatient Program (IOP), we coordinate with Vet Safety Net, a substance abuse rehabilitation center in Highpoint, to have the Veteran attend IOP there. Our policy is to only discharge a Veteran for relapse if he brings drugs, alcohol or drug paraphernalia onto our campus. However, as with initial admission to the program, we evaluate each case individually to permit as many participants as possible to continue in the program.

Participant Use of VHVH Services:

After a potential participant is identified, he is assessed for eligibility at the (VAMC), which then refers him to VHVH for further interviews and acceptance into the program. As the new participant is getting settled into his new temporary home at VHVH, he is assigned a VHVH case manager. In addition, the VHVH clinical team assesses the participant's overall physical and mental health, and ability to live independently, and how he will support himself after leaving the VHVH program. A VA liaison staff member also works with each participant after intake and during his entire stay to determine his entitlement for healthcare and dental benefits, and to monitor his progression through the VHVH program.

VHVH takes a holistic approach in helping participants improve their lives. After a participant's needs and barriers to obtaining permanent housing are assessed, his case manager assists him in preparing his Individual Service Plan (ISP), which identifies permanent housing and supportive services options. The ISP is designed around 6 major ISP goals: housing and finance, substance abuse, mental and physical health, legal issues, education and employment, and social skills. VHVH partners and coordinates with VA Medical and Health Care Centers and with over 70 other community agencies through the local Continuum of Care (CoC). This network provides each participant with an array of supportive service options from which to choose, and his selections are identified in his ISP. There are also regular meetings and programs available at the VHVH facility, located on Glenn Avenue, to help each Veteran achieve his ISP goals, and free transportation provided to healthcare and other supportive services.

VHVH Participant Beneficial Outcomes:

The VHVH program includes transitional housing with 3 healthy meals a day for up to 2 years. The program allows our veteran participants to derive life-changing positive outcomes. VHVH veterans regain their health and spirit, achieve improved quality of life, greater self-sufficiency, secure and expanded employment choices, increased income, and permanent housing. The veteran's ISP documents his measurable goals and objectives. His case manager works with him on a weekly basis, supporting and documenting his individual progress, and providing him with follow-up services after exit, even if the veteran is not successfully discharged to permanent housing.

Communications Plan and Website Update Project Access:

The Communication Plan will provide VHVH leadership with a documented strategic communications and marketing plan, which current and future leadership can use as a multiyear guide, and will be useful for budgeting and planning future communications projects.

Participant Beneficial Outcomes:

The Communications Plan will provide VHVH with detailed strategies to increase community outreach and awareness of VHVH in all sectors of Winston Salem. All communications and marketing efforts will be designed to provide the following benefits to the organization, participants, potential participants and the public throughout the Winston Salem/Forsyth County area:

1. Increased public knowledge about the VHVH program and the special needs of homeless veterans,
2. Increased numbers of potential participants or people who may know them contacting VHVH and other community service organizations,
3. Increased numbers of volunteers, donors, and partners dedicated to VHVH's success.

The website and digital presence portion of the project is a top priority identified in the VHVH Strategic Plan. The update will provide immediate and long-term benefits to VHVH and its participants, and to the large number of people who now use the internet to access information, seek help, and find answers to questions

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

48

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

No

Describe the other areas (counties) that will benefit

VHVH may accept homeless male veterans residing anywhere. However, the VHVH official service area is the multi county VA Salisbury catchment area; however, most of VHVH's participants are residing in Winston-Salem, Forsyth County, or surrounding areas.

Estimate the percentage of beneficiaries that will be residents of Winston-Salem

90.00 %

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$50,000.00

C.6. Total Capital Funding Request

\$1.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

NA

C.8 Operating Spending Timeframe

12 months

D. Project Budget Categories

Case Id: 15080

Name: VHVH - 2022

Address: *No Address Assigned

Completed by nancygould.ws@gmail.com on 4/24/2022 11:33 PM

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 |
|---|-------------|
| Project supervisor | \$4,000.00 |
| Strategic Communications and Marketing Plan | \$25,000.00 |
| Website Update Plan and Implementation | \$25,000.00 |
| Website hosting and maintenance for 5 years | \$5,000.00 |
| | \$0.00 |
| | \$59,000.00 |

| 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 |
|--|-------------|
| North Carolina Housing Foundation | \$4,000.00 |
| City Transformative Grant | \$50,000.00 |
| Potential other grant funders and donors | \$5,000.00 |
| | \$0.00 |
| | \$0.00 |
| | \$59,000.00 |

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

Case Id: 15080
Name: VHVH - 2022
Address: *No Address Assigned

Completed by rconnor@nchsm.org on 4/23/2022 1:14 PM

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)

88.00 %

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

Completed by nancygould.ws@gmail.com on 4/24/2022 11:30 PM

Case Id: 15080

Name: VHVH - 2022

Address: *No Address Assigned

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 1

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.

VHVV Program:

Each participant and graduate of the VHVV program has improved himself and contributes to our City's Focus Areas and Priorities identified in the City of Winston Strategic Plan. The City's Focus Area most impacted by VHVV outcomes is the the first one listed in the plan, Economic Vitality and Diversity. VHVV and its participants directly contribute to "a healthy local economy that serves all segments of the population and provides the monetary resources necessary to support the community..." .

Within the Economic and Diversity Focus Area, the VHVV program addresses two top priority areas in the City's Tier 1 Priorities, specifically "job creation/sustainability and workforce development"; and "affordable housing".

VHVV makes a positive impact in these priority areas by providing a safe, supportive transitional housing and the VHVV proven, holistic program which promotes our veteran participants toward life-changing positive outcomes. These positive changes and the City's priorities above are addressed through the affordable VHVV transitional housing program, which provides each participant the tools and guidance needed to achieve improved quality of life, greater self-sufficiency, increased income, additional job training, expanded employment choices, and affordable permanent housing. (Please see H.1. Workload and Effectiveness Outcome Chart.)

The Communications Plan and Website Update Project:

The requested City funding for the VHVV Communications Plan and Website Update project is essential to the VHVV capacity building effort and its future sustainability.

G. Collaboration

Completed by nancygould.ws@gmail.com on 4/25/2022 8:39 AM

Case Id: 15080

Name: VHVH - 2022

Address: *No Address Assigned

G. Collaboration

Please provide the following information.

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

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

3+

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

VHVH: (Please see K.5. attached letters of support, including the letter of financial support from NCHF.)

VHVH has strong, long-term relationships with our federal, state and local governments; a myriad of local service organizations including the Continuum of Care (CoC), churches, homeless shelters, and business partners which provide hands-on training and employment for VHVH participants. A few key partners and their contributions to our success are below:

-The VA, Salisbury VAMC and VA Kernersville Health Care Center. These federal agencies are the foundation for the VHVH program. VA (repeated) 3-year grants pays 2/3 of VHVH's operating and program expenses. The VA also administers the VHVH program and guides all aspects of the VHVH program, including planning, implementation, facilities and program operations, and performance measures.

The VMAC qualifies and refers eligible homeless veterans to VHVH, and also employs a VA liaison who works closing with VHVH staff. VHVH staff meets with the liaison weekly and can work with the VA transitional housing director when needed. The VA monitors operations and performance through established program goals and objectives that are monitored through visits to VHVH and quarterly reports to the VA. The Kernersville VA Health Center provides health services to VHVH Veterans, including physical health and mental health, and substance abuse counseling.

- Goodwill Industries of NW North Carolina and NCWorks. Both of these local organizations provide job readiness and job training programs which contributes to VHVH's high success rate, helps VHVH fulfill a major service component of its program, and partners with VHVH in program planning, implementation, and performance measurements.

- Local homeless shelters, Supportive Services for Veterans Families agency (SSVF), the local Continuum of Care (CoC) and its member agencies refer potential participants to VHVH and work together to determine and provide the most appropriate supportive services for each VHVH participant and others experiencing homelessness.

- The VHVH Business Partners program currently has 8 community businesses that offer participants job training, employment, and experience as a first step to increasing income. VHVH Business Partners include RJ Reynolds, American Airlines, City of Winston Salem, Packing Lines, Inc., Collins Aerospace, Carolina Narrow Fabric, Weiser Security Services,

and Ashley Furniture.

- North Carolina Housing Foundation (NCHF) and North Carolina Housing Services and Management Corporation (NCHSM). VHVH, NCHF, and NCHSM are affiliate 501-C3 organizations with the same members serving on each organization's separate board of directors, and all 3 have the same general mission of providing safe, decent and affordable housing with supportive services for low and moderate income citizens of North Carolina.

NCHF is an experienced housing development corporation with over 35 affordable housing developments, worth over \$100 million. At some of its developments, units are set aside for veterans. Ten years ago, along with federal, state, local government and community support, NCHF established VHVH to provide transitional housing with intensive supportive services for homeless veterans.

NCHSM is a nonprofit management corporation for low and moderate income housing developments and facilities, which has special expertise in helping residents access needed supportive community services. NCHSM provides staff and human resources, accounting and related administrative functions for VHVH.

In addition, NCHF fills funding gaps whenever VHVH's operational expenses are greater than income. NCHF will continue to support VHVH and provide needed gap funding while the two organizations work closely together to substantially increasing VHVH organizational capacity.

Communications and Website Update Project:

Currently, the VHVH Advisory Council's Communications and Marketing Committee is interviewing 5 marketing firms and will be sending out scope-of-work descriptions and requests for proposals to the top selected firms at the end of this April. The firms invited for interviews are: M-Creative, Wildfire, SMSi Healthy Living Solutions ,Inc. and Urban Call Publishers, Tyler Sparks with Forsyth Futures, Girl On A Roof, and Tayloe Gray. VHVH selected these based on research, recommendations from other local non-profit organizations, and marketing firms on the City's Minority / Women's Business Enterprise list.

By the end of June 2022, VHVH will select a firm to be our partner to begin working together on the actual communications plan and update as soon as adequate funding is available. In addition, we will be consulting with our community service agency partners as the communications plan and website update are happening to that insure the public and our participants are informed about additional assistance these agencies can provide.

H. Administration/Reporting

Case Id: 15080

Name: VHVH - 2022

Completed by nancygould.ws@gmail.com on 4/25/2022 12:13 AM

Address: *No Address Assigned

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 | <p>VHVH Program:</p> <ol style="list-style-type: none">VHVH will accept 48 or more individual participants into its program annually. <p>Communications Plan and Website Update:</p> <ol style="list-style-type: none">VHVH will develop and adopt a communications plan which includes a digital marketing plan by October 2022. Both will support the goals of increasing referrals to the program, educating the public about VHVH and the needs of homeless veterans, and increasing volunteers and donors.VHVH has an updated website and digital presence by March 2023 designed to achieve the same goals listed above for the communications plan.The communications plan will provide a minimum of 3 outreach marketing strategies, each for a different sector of the community's population. |
|-----------------------|---|
| Effectiveness/Outcome | <p>VHVH Program:</p> <ol style="list-style-type: none">Within 3 months of arrival, 100% of VHVH veterans with a history of substance abuse will actively be working toward sobriety and/or emotional stability, to allow them to make self-determined decisions.Prior to exit, 85% of veterans served will increase their income, achieve a full or part-time job, and create a savings account.Upon exit 80% of veterans served will have moved to and remained in permanent housing for at least 6 months. <p>Communications Plan and Website Update Project:</p> <ol style="list-style-type: none">Three months after the final website and digital presence updates are launched, digital inquiries will increase by at least 20% as compared to the final 3 months before the updates began. |

| | |
|--|--|
| | 2. One years after launch, donations will and fundraising will increase at least 20% over the previous year. |
|--|--|

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



Program Model Evaluation

Housing-First-Fact-Sheet_Feb-2022.pdf

veteran-case-study-winston-salem.pdf

GPD-transformation-considerations-for-communities-june-2019.pdf

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 completed 1.xlsx

I. Capacity

Completed by rconnor@nchsm.org on 4/25/2022 11:06 AM

Case Id: 15080

Name: VHVH - 2022

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 VHVH mission statement is "to provide a safe, clean and secure temporary living environment with supportive services to homeless male veterans who may be addressing mental, substance abuse and/or financial and legal issues".

The VHVH long-term vision is to be North Carolina's best transitional housing and life-improvement program for our most vulnerable homeless veterans. To meet this vision, VHVH will remain knowledgeable, flexible, and ready to change as this population's needs change over time.

Its short term vision is to become a self-sustaining organization, and no longer require governance and gap funding from NCHF.

The Communications Plan and Website Update project aligns directly with both the mission statement and the visions because the plan and website update are an essential tool for VHVH to connect more closely and broadly with the community. Not only will the project allow more people to know about VHVH and other veteran services, but it will also help VHVH continue to learn from the community about the changing needs of homeless veterans. With this information, as it has done in the past, VHVH will be able to continually improve its program as the needs of homeless veterans change over time.

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.

VHVH has a well established track record of having the necessary external and internal infrastructures to successfully run its facility and program. Additionally, a key component of the communications plan and website update project is hiring a temporary, part time project manager position, which NCHF will be funding. This was intentionally done so the current VHVH staff can continue to focus on the important jobs it does.

VHVH External Organization Infrastructure:

As explained in section G. Collaboration, VHVH's has a strong external, communitywide infrastructure. In addition, VHVH's close working relationships with the VA and its two affiliate nonprofit organizations, NCHF and NCHSM provides VHVH with additional experience and support when needed. NCHF and NCHSM are the strong bones upon which VHVH grew.

VHVV Internal Organization Infrastructure:

Since VHVV is a recipient of significant VA funding, its facility and program must follow the detailed VA Housing First model for Transitional Housing with Intensive Services model. The VA model provides an established structure and processes for all VHVV operations.

In addition, VHVV's core staff members (3) are experienced and hold appropriate credentials for the work they do. The VHVV Operations Director, Ron Connor, has been with VHVV for over 5 years. Staff is able to focus its time on serving participants because NCHSM handles all accounting, human resources, and other back office services.

The VHVV Advisory Council, established in November 2021, is proving to be a major asset to the organization's infrastructure, staff, and board of directors. The Advisory Council will be overseeing and conducting much of the work involved in the Communications Plan and Website Update project.

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

VHVV Program:

VHVV has been proving over the past 10 years that it has the capacity to successfully meet its mission, it and continues to receive high ratings from the VA, fellow service providers, and participants. There are no known barriers to continued operations and deliverance of the high quality services it provides to our community, except for needed additional funding sources, which the Communication Plan and Website Update Project will help VHVV overcome.

Communications Plan and Website Update Project:

VHVV has already started working on this project and is prepared "to hit the ground running" as soon as all necessary all funding is secured. Funding for a project manager position has been secured through NCHF, and VHVV will be talking soon with other known community funders to assist with funding 5 years of website hosting and maintenance.

Implementation Plan:

June, 2022. The Marketing Committee of the VHVV Advisory Council will have interviewed several marketing and website update companies and sent out a request for proposals to the firms which best qualify to assist VHVV on this project.

July 1, 2022. A project manager will be hired and a firm will be selected to begin work with the VHVV director and marketing committee.

December 1, 2022. The written communications plan will be completed and adopted by the VHVV Board of Directors, and the updated website will be operational.

April 1, 2023. The website will have its first assessment to make sure it is meeting its established objectives.

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.

The Workload and Effectiveness/Outcome measures found in Section H. Administration and Reporting provide the basis of the program and project assessment plan.

VHVV Program:

Ongoing Workload measurement of the number of veterans served at VHVV and the Effectiveness/Outcome measures

list in H.1. are documented in quarterly reports to the VA and through HMIS data entry.

VA Assessment. A monthly tracking report of the number of veterans in the program is kept in order to invoice VA-GPD reimbursement for operational costs. In addition, the VA monitors and evaluates the VHVH program and facility closely throughout the year. Quarterly reports and on-site visits are made by VA staff.

HMIS Data Collection. The Homeless Management Information System (HMIS) is an information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Through the HMIS, agencies serving people experiencing homelessness share information that local, state and federal agencies can use to locate individual participants and to monitor the success of the VHVH and other service programs. All member agencies of the CoC are required to input applicable data into the HMIS. HMIS participant data is collected and entered as soon as a Veteran enters the program and upon his discharge from the program, which also documents numbers of participants and their exit status.

Communications Plan and Website Update:

Prior to the Communications Plan and Website Project being worked on by the marketing consultant and VHVH leadership, the project manager will use the established schedule above and performance measures found in Section H.1. to develop a progress chart. This performance chart will be used, in addition to written meeting minutes, to report progress toward the key objectives monthly to the VHVH marketing committee, advisory council, and board of directors.

Currently a written scope of work for the marketing firm VHVH will be working with is being prepared. It will include the requirement for the communications plan to provide at least 3 community outreach marketing strategies, each designed to target different sectors of the population.

The website will be designed in a manner to track data and prepare reports about the impact it is making on key measures such as number of inquiries, increase in donations, and types of information people are finding useful. Prior to the website update portion of the project, these key measures will be gathered from the existing website to use in the comparison and documented on the progress chart.

J. Impact/Community Need

Completed by nancygould.ws@gmail.com on 4/24/2022 10:21 PM

Case Id: 15080

Name: VHVH - 2022

Address: *No Address Assigned

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.

VHVH program:

VHVH contributes to our City and its citizens by providing transitional housing and meeting the multiple, special needs of our community's veterans who are experiencing homelessness; including those who are facing mental health and substance abuse challenges. VHVH provides help to each participant with job training, securing employment, and finding and securing permanent housing.

VHVH is the only VA Service Intensive Transitional Housing program for homeless male veterans in Forsyth County. In addition, VHVH is most often at full occupancy, except for a temporary dip in numbers over the past couple of years due to Covid-19. VHVH does not have a waiting list; therefore, applicants are highly encouraged to check on bed availability throughout the year.

Additional data that provides evidence of the unmet need of continued homelessness include PIT and HMIS Data. (HMIS is a software application that homeless assistance providers use to coordinate care, manage operations, and better serve their clients. HMIS creates a coordinated and effective housing and service delivery system within a community and region. HUD and VA, and other planners and policymakers at the federal, state and local levels use HMIS data to obtain better information about the extent and nature of homelessness overtime.)

(A PIT is a point-in-time unduplicated count on a single night of all the people in a community who are experiencing homelessness, which includes both sheltered and unsheltered populations. PIT counts are entered into the HMIS.)

- The CoC's 2019 annual PIT estimate of homeless veterans in our community was 49. This is a 7.5% decrease from the 2018 PIT estimate. This decrease in homelessness is welcome news. However, there will continue to be a need for VHVH's special housing program, as demonstrated by over half of the total PIT counted 49 homeless Veteran being residents at VHVH at the time of the count.

- According to other 2019 HMIS data, 48 Veterans participated in the VHVH program over the year. Also quarterly utilization checkpoints showed VHVH utilization at 100%, 100%, 96% and 96%, respectively.

- 30%-40% of homeless veterans have disabilities that qualify them for the VHVH Service Intensive program. These percentages were calculated using the number of total homeless veterans in our CoC area staying in shelters and transitional housing programs (167) who answered "yes" when asked about disability information for mental health issues, drug abuse, alcohol abuse, or both drug and alcohol abuse. (Mental health issues = 56, Drug abuse = 13, Alcohol abuse = 8, both drug and alcohol abuse = 17).

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

Short term impacts of VHVH program:

- Quick assistance for anyone experiencing homelessness. As a member of the local CoC, VHVH can assist any homeless person it encounters by connecting them with the CoC's intake center. The CoC intake center helps those experiencing homelessness connect with the most appropriate service agency(s) that can immediately start assisting them. The VA and VHVH are proud to be a member of the local CoC which helps people and families experiencing homeless find the most appropriate assistance in a speedy manner.
- Affordable transitional housing for homeless veterans. The VHVH 24 bed facility provides safe and supportive housing with services to our previously homeless participants program. With VA funding, a participant pays little to no cost for transitional housing, 3 meals per day, and a program designed to help him remove barriers that have prevented him from obtaining financial independence and a permanent home, for up to 2 years.

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

Long term positive impacts of VHVH:

- Contributing citizens = healthy community. VHVH provides its participants previously experiencing homelessness with the tools and guidance they need to become healthy, independent, financially stable citizens who contribute to the community and its tax base. VHVH helps its participants grow in multiple areas. Upon exiting the the program, they will be active members of the community and a vital part of the workforce. This better insures that graduates of the program will be able to continue to live in safe permanent housing and continue to be contributing member of our community.
- Moving homeless veterans into affordable permanent housing. An average of 32 participants per year move from being homeless to moving into and remaining in permanent housing for at least 6 months. This means that over the past 10 years, VHVH has helped over 320 veterans find stable employment and permanent housing.
- Improved financial security. An average of 41 participants per year will increase their income, hold a part time or full time job and have a savings account. Over a 10 year period this translates into 410 veteran participants become more financially independent.

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

A key element of the CoC's Intake Center is its information sharing data collection system, the HMIS. Through the HMIS system local agencies serving people experiencing homelessness share information that local, state and federal agencies can use to locate individual participants and to monitor the VHVH program. HMIS participant data is collected and entered as soon as a veteran enters the program and upon his discharge from the program. The the number of participants and their exit status is documented in the HMIS system.

In addition, VA requires extensive record keeping and quarterly reporting, and monitors and evaluates the VHVH program and facility closely throughout the year. A portion of the record keeping and reporting required by the VA includes documentation of the numbers and percentages of participants meeting measurable objectives. Several of these objectives appear in the "outcomes/effective" section of this application, and are those that have a significant impact on meeting our community needs to decrease homelessness and joblessness, increase and improve our workforce, and increase upward job mobility of our citizens.

K. Funding Stability

Completed by nancygould.ws@gmail.com on 4/24/2022 9:36 PM

Case Id: 15080

Name: VHVH - 2022

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?

No

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

72.00 %

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

83.00 %

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

VHVH Program:

ARPA Transitional Grant funding will not be used to cover annual operating costs; therefore, the VHVH program will continue whether or not it is awarded the ARPA funding for the Communications Plan and Website Update project. However, this project is still vital for VHVH. As the saying goes, the requested ARPA funding will be like teaching a person to fish, rather than just giving them a fish. Transitional Grant funding will enable VHVH itself to reduce its annual funding gap, become more self-sustaining, not reliant upon NCHF financial assistance, and secure its long range future. We are confident that with the new advisory council, communications plan, website update, and continued capacity building, VHVH's financial future will soon be secure.

Communications Plan and Website Update:

Once the Communications Plan and Website Update are completed, maintenance and updating of the website and VHVH digital presence, approximately \$1,000/year, will be the only ongoing cost for which additional funding will be needed. VHVH is meeting soon with potential funders/donors to cover these costs. The new website should quickly become self-sustaining. We anticipate the website, and other marketing efforts, to substantially increase direct, annual donations to VHVH, of which a small portion can be used to cover maintenance and updating costs.

As a backup plan, VHVH will have the opportunity to apply for another Winston-Salem Foundation Capacity Building Grant. If still needed at that time, the \$5000 needed to cover the website maintenance costs for 5 years can be included

in that grant request.

(Letters of support for VHVH are also attached with the NCHF letter of financial support.)

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



Commitment Letters

NCHF financial support letter.pdf

City Letter.pdf

CoC Letter of Collaboration.pdf

Goodwill MOU.pdf

HAWS Letter.pdf

VA-GPD Collaboration Letters.pdf

SSVF letter 2020.pdf

veteran-case-study-winston-salem.pdf

L. Representation

Case Id: 15080

Name: VHVH - 2022

Address: *No Address Assigned

Completed by rconnor@nchsm.org on 4/23/2022 10:04 PM

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 |
|---------------------------------------|--------|---------------|-----------------------|
| Craig Peatross (Board of Directors) | White | Non Hispanic | male |
| Joycelyn Johnson (Board of Directors) | Black | Non Hispanic | female |
| Mallory M. Oates (Board of Directors) | White | Non- Hispanic | female |
| Gerry Merritt (Board of Directors) | White | Non- Hispanic | male |
| Karl Yena (Advisory Council) | White | Non- Hispanic | male |
| Manny Comas (Advisory Council) | Latino | Hispanic | male |
| Bonnie Seligson (Advisory Council) | White | Non- Hispanic | female |
| Alfred Grastley (Advisory Council) | Black | Non- Hispanic | male |
| Connie Shoaf (Advisory Council) | White | Non- Hispanic | female |
| Ron Hairston (Advisory Council) | Black | Non -Hispanic | male |
| Tim West (Advisory Council) | White | Non -Hispanic | male |

M. Required Documents

Completed by nancygould.ws@gmail.com on 4/24/2022 9:02 PM

Case Id: 15080

Name: VHVH - 2022

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

Business Ethics and Conduct.pdf

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

2019-990-VHVH, Inc.-Client Copy.pdf

Organization By-Laws *Required

VHVH bylaws.pdf

Articles of Incorporation *Required

VHVH Articles.pdf

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

gift acceptance policy.pdf

EEOC (1) copy.pdf

Procurement.docx

PDF North_Carolina_Housing_Foundation__Inc_- Policy Manual.doc.pdf

IRS 501(c)3 Designation Letter *Required

501C-3 VHVH.pdf

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

6-30-21 Audit.pdf

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

cert of existence.docx

N. Submit

Completed by rconnor@nchsm.org on 4/25/2022 11:07 AM

Case Id: 15080

Name: VHVH - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

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

Ron Connor

Electronically signed by rconnor@nchsm.org on 4/25/2022 11:07 AM

04/25/2022