

A. Organization & Contact Information

Case Id: 16241
Name: Moving Families Forward II - 2023/24
Address: *No Address Assigned

Completed by paula.mccoy@uwforysyth.org on 11/15/2022 7:36 PM

A. Organization & Contact Information

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

A.1. Organization Name

United Way Forsyth County

A.2. Project/Program

Partnership for Prosperity

A.3. FY 2023-24 Funding Request Amount

\$50,000.00

A.4. Agency's Total Operating Budget

\$13,439,364.00

A.5. Mailing Address

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

A.6. Project/Program Location Address

301 N. Main Street Suite 1700 Winston-Salem, NC 27101

A.7. Organization Website

www.forsythunitedway.org

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

1974

A.9. Organization Fiscal Year

June/July

A.10. Federal Tax ID Number

23-7357234

A.11. Federal DUNS Number

007942253

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Antonia Monk Richburg, Ph.D., President & CEO

A.13. Email

antonia.monkrichburg@uwforysyth.org

A.14. Phone

(336) 721-9351

CONTACT

A.15. Name, Title

Paula McCoy, Director Partnership for Prosperity

A.16. Email

paula.mccoy@uwforysyth.org

A.17. Phone

(336) 721-9346

BOARD CHAIR

A.18. Name

Trisha Coleman

A.19. Term Expiration

12/31/2024

A.20. Email

tmcoleman@novanthealth.org

A.21. Phone

(336) 277-1040

B. Project Overview

Completed by arleatha.patterson@uwforsyth.org on 11/15/2022
10:20 PM

Case Id: 16241

Name: Moving Families Forward II - 2023/24

Address: *No Address Assigned

B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

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

The Partnership for Prosperity, also known as P4P or The Partnership, emerged as an initiative recommended by the Winston-Salem Poverty Thought Force in February 2017. Tasked with coordinating the fight against poverty, raising public awareness, and advocating for local- and state-level policy change, P4P works to empower people living in low-resource neighborhoods by connecting them to local organizations that can reduce or eliminate barriers, and by maximizing opportunities to access resources to enhance their lives. Unlike the traditional approach to community development, which is often top-down and problem-based, P4P's asset-based approach is a collaborative process between community members and professionals, allowing them to work together to determine outcomes that draw on residents' strengths and assets.

In July 2021, P4P launched a pilot collaborative place-based approach. This bottom-up approach permits collaborators to work with neighborhoods, neighborhood leaders and service providers to specifically address the difficulties impoverished communities have in meeting the needs of their residents which, in turn, makes it difficult to sustain a healthy thriving community, thereby perpetuating place-based poverty. This place-based strategy for reducing poverty allows us to work collaboratively with neighborhoods utilizing the assets that already exists to strengthen the physical, social, structural, and economic conditions of the community that affect the well-being of the children, families and individuals who live there. It also allows us to work collaboratively with service providers, helping to connect the dots to the 5 social determinants of health (5SDoH), housing, education, jobs and workforce development, food security, and health and wellness, that determine how residents live, learn, work, play, age, and worship.

The City grant funds will be used for operational support to engage our second neighborhood around the five social determinants of health - using a bottom-up approach to decision-making and problem-solving around the issues that they are faced with daily. The goals that promote this engagement for 2023-2024 remain the same as our pilot neighborhood and are as follows:

Goal 1: Promote collaboration among the residents and institutional sectors currently involved in place-based efforts in the neighborhood.

Goal 2: Use Study Circles to create an environment that allows neighborhood residents to make decisions and develop local solutions to poverty and inequality that help determine their future.

Goal 3: Use Study Circles as a mechanism that allows for continuous feedback from residents to service providers that help create an understanding of where gaps exist, and innovation can occur.

Goal 4: Work with neighborhood leaders to ensure they are equipped with the necessary leadership skills to help them create the change they seek for their communities.

Goal 5: Work collaboratively with resident leaders and organizations to create or review neighborhood asset maps and

connect them to community resources.

Goal 6: Help neighborhood leaders become aware of shared measurement and performance monitoring systems.

Goal 7: Assist residents in determining strategic funding approaches for short-term resident-led initiatives and longer-term funding for sustainable solutions and technical assistance around how to blend various funding sources.

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

P4P is committed to promoting awareness, engagement and action related to the factors affecting the health of low-resource individuals and families by creating spaces for them to participate in the process of decision-making and problem-solving.

Our Community Engagement Associate (CEA) is responsible for helping to create an informed and engaged community that supports the organization's mission, vision and goals. The CEA executes a social media marketing and promotional plan to inform residents about how to get involved in P4P activities ('Getting Ahead in a Just Getting' by World', Study Circles, Advocacy Skill, Community Roundtables). Our place-based collaborative approach has proven to be an effective way for recruiting and engaging residents evidenced by our pilot neighborhood (Castle Heights). Residents that are recruited from the targeted neighborhood are generally residents that are willing and wanting to work together, are full of energy, and are talented and creative, attributes that are channeled into improving their quality of life. Residents recruited for engagement are individuals with lived experiences; they are invited to the table to be a part of decision-making and problem-solving.

The CEA's primary responsibilities have included managing, implementing and expanding the programs, coordinating with collaborating partners, engaging our diverse community and participating in key community conversations and events as well as all after event tracking and reporting. The CEA represents P4P at public presentations, working groups, community events and other projects as needed.

P4P uses the Study Circle model to engage parents as part of the solution. A study circle is a group of 8 to 12 people who meet regularly over a period of weeks or months to address a critical public issue in a democratic, collaborative way. Participants examine the issue from many points of view and identify areas of common ground. They emerge with recommendations for action that will benefit the community.

P4P study circles are led by a trained facilitator who will facilitate discussion around the specific issue. In general, a study circle will progress from a session on personal experience ("How does the issue affect me?"), to a session focused on a broader perspective ("What are others saying about this issue?"), and finally, to a session on action ("What can we do about this issue right now?"). Study circles produce ideas and plans for action to draw the neighborhood community together and improve everyone's quality of life.

Advocacy skills training assists participants in learning strategies and practicing skills so that they feel comfortable and confident advocating on their own behalf. They learn informal and formal advocacy strategies, how to build support for their ideas and distinguish types of advocacy including self, peer, systems, and legal.

"Getting Ahead in a Just Gettin' by World is a 10 module workshop that is co-investigated by individuals in poverty which helps them build resources, have self-sufficiency and create stability. This workshop helps break the cycle of generational poverty, brings significant ROI (return on investment) to communities and creates a model of economic development.

A resident recruiter will be compensated to recruit participants from the targeted neighborhood with the task of

recruiting a diverse group of residents (age, gender, ethnicity, etc) for each of the activities.

NEED (7 POINTS)

B.3. Describe the unmet need that the proposed project/program seeks to address. Include data supporting the need.

In a paper by the Economic Innovation Group entitled "The Persistence of Neighborhood Poverty", (May 2020, August Benzo and Kenan Fikri), Winston-Salem's city-wide poverty rate in 2018 stood at 20.6 percent, unchanged from the year prior, and nearly four percentage points higher than its 1980 poverty rate. While the city's poverty rate looks modest in comparison to cities such as Memphis and Detroit, the proliferation of new high-poverty neighborhoods locally is worrisome. Seventeen neighborhoods in Winston-Salem went from low or moderate poverty in 1980 to high poverty in 2018, representing 28 percent of all the city's neighborhoods. Meanwhile, the city has made little progress towards reducing its stock of historically high-poverty neighborhoods. Of the nine high-poverty neighborhoods the city had in 1980, just one turned around, while another one switched to moderate poverty. All but one of Winston-Salem's persistently poor neighborhoods had an even higher poverty rate in 2018 than they did in 1980.

Like many American cities, the paper states, Winston-Salem has focused its economic development efforts on revitalizing its downtown. The crown jewel of this effort is the city's Innovation Quarter, a project 20 years in the making that has succeeded in repurposing former industrial buildings into a research park with 90 companies alongside residential developments. This is the only neighborhood in Winston-Salem to pivot from high to low poverty in the last 38 years. Its poverty rate dropped from 43 percent in 1980 to 14 percent in 2018. The successful turnaround of this neighborhood demonstrates both the positive impacts of targeted economic development efforts and how much work is necessary to revitalize a deeply distressed neighborhood. And yet, so far there have been few observable spillover effects from the city's Innovation Quarter to adjacent neighborhoods. A neighborhood just to the east saw its poverty rate climb from 20 percent to 46 percent in that same time period, and the neighborhood to the south saw its poverty rate climb from 17 percent to 37 percent. A cluster of persistently poor neighborhoods to the north of the Innovation Quarter continue to have poverty rates above 40 percent.

Further from downtown, poverty has begun to fan out and reach into the close-in suburbs. A 2014 study from Brookings ranked Winston-Salem second in the country for suburban poverty based on 2008-2012 ACS data (Kneebone 2014). More recent data show no improvement since. Entire communities, such as Waughtown and Easton View, have gone from low poverty to high poverty in the past 38 years. One tract in Waughtown saw its poverty rate climb from 11 percent in 1980 to 51 percent in 2018. Some tracts have undergone dramatic demographic shifts over the study period, but not others. The Waughtown tract transitioned from being majority non-Hispanic white in 1980 to majority Hispanic in 2018; other newly poor neighborhoods on the west side of the city are majority white; and the persistently poor neighborhoods to the north of the city remain majority Black.

A 2015 income mobility study found that only one county in the United States ranks worse than Winston-Salem's Forsyth County for poor children having the opportunity to climb the income ladder (Chetty and Hendren 2016). Winston-Salem, like so many other American cities, will struggle to deliver economic opportunity to its residents if high poverty communities continue to proliferate.

COLLABORATION (6 POINTS)

B.4. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

In response to the creation of the Poverty Thought Force, multiple community-wide meetings were convened, numerous stakeholders engaged and a thorough report issued. Our community (particularly those most impacted by

poverty) has a firm grasp of the realities of poverty as expressed in the 5SDoH. P4P was created in direct response to that community-wide work. Now, the task of P4P becomes engaging all stakeholders, particularly those most impacted, in the work to address these issues. We know what the problems are. The question is whether our community will have both the willpower and the staying power to engage and empower residents in creating the solutions and innovative models for the flourishing of all citizens.

P4P collaborates with the community on issues that help move the needle of poverty. We seek to align community resources so that they are effectively, purposefully and efficiently used to benefit our most vulnerable populations, including the poor and people who lack the resources to function effectively. Furthermore, we seek to break down silos by changing the adversarial mindset that operates from a position of distrust or competition. We advocate for policies that close the wealth gap and allow for families and individuals to get ahead rather than simply survive.

P4P's initial efforts proceeded from a basic commitment: that poverty-alleviation ideas and strategies would arise primarily from extended conversation and consultation with community members. No shortage of anti-poverty programs, policies, ideas, pilots, workshops, etc. exist. Yet poverty stubbornly persists across the U.S. and the world, including in North Carolina and particularly in Forsyth County. Evidence suggests that local solutions, generated and/or reviewed by a community's residents, are the likeliest route to improvement; the best anti-poverty research reaffirms the value of understanding and addressing poverty in a specific time and place.

Below is a list of organizations that P4P is/has collaborated with:

Place Matters
Neighbors for Better Neighborhoods
GIDE
Love Out Loud
Goodwill/Prosperity Center
WS RISE
Action 4 Equity
Hoops 4 LYFE
Map Forsyth
Forsyth County Digital Equity
Dress for Success
PowerUp
City of WS
Habitat for Humanity
Forsyth Futures
MDC/Great Expectations
Care 4 Carolina
Family Services
Affordable Housing Coalition
Grounded Solutions
Cities with Dwellings
East Winston Neighborhood Association
Castle Heights Neighborhood Association
Myxxer Makerspace
WSSU Center for Social and Economic Mobility (CSEM)
Wake Forest University Office of Civic and Community Engagement\

Wake Forest Baptist Health - Racial Equity Task Force
Black Philanthropy Initiative
Neighborhood Coalition of Presidents
Opportunity to Love and Heal
ICARE
HUSTLE WS
Triad Restorative Justice
Housing Matters
Experiment in Self Reliance
Financial Pathways
IAF
Boston Thurmond Community Executive Roundtable

C. Strategy and Performance

Completed by paula.mccoy@uwforysyth.org on 11/18/2022 12:21 PM

Case Id: 16241

Name: Moving Families Forward II - 2023/24

Address: *No Address Assigned

C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

Indicate which of the City's strategic focus areas your program aligns with best (select one):

Economic Vitality and Diversity

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

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

PERFORMANCE (15 POINTS)

C.3. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

The system used to track participant and program data is the baseline survey that is conducted in each neighborhood in the beginning of the initiative. This data will give us a starting point to begin our data analysis. Baseline data will help us determine the rate of residents, particularly children, living in poverty, income inequalities, rate of severe housing cost burden and housing conditions, rate of homeownership, rate of children in free or reduced-price lunch, rate of unemployment, rate of job growth, proportion of eligible children enrolled in early childhood education, high school graduation rate, proportion of new high school graduates enrolled in college, percent of residents enrolled in social services for which they are eligible, percent of residents who are uninsured or underinsured, number of community members without a mode of transportation to work, etc.

We collect data throughout the program that help us build models for predicting outcomes. Outcomes are co-created with residents but some of the anticipated outcomes are:

- 1) Participant experiences are normalized
- 2) Increased trust among participants
- 3) Increased participant empowerment
- 4) Increased participant knowledge of community resources and assets
- 5) Participant identification and understanding of service gaps
- 6) Increased community ownership of problem solving
- 7) Increased service provider understanding of participant experiences with service gaps in the community
- 8) Increased dialogue between community and service providers
- 9) Participants have the ability to advocate for the solutions they identify
- 10) Participants have increased leadership in the community

This bottom-up approach creates a framework for decision-making and problem-solving with the resident participants. In study circles, residents will have an opportunity to review the project outcomes and ensure that realistic expectations are established. Where special considerations need to be made, this process will provide for that by giving resident participants a voice that will allow them to gain stronger commitments and elicit more feedback. As the purpose of the project is clearly stated to the resident participants and communicated to the collaborating team, we will begin measuring progress and collaborate about strategic alignment at every step.

A first step towards addressing social determinants of health in a neighborhood is learning about the lived experiences of residents. Understanding the social factors that impact the neighborhood and assessing for social determinants of health will help us determine the best strategies for addressing them. We will use an Asset Mapping survey to gather primary data to determine the gifts, skills and talents of individuals that live there as well as surveying for demographics, interest, and needs of residents. Pre/post surveys during workshops will help us learn about participants' feelings and knowledge base. Outcome Tracker is an online platform that will help us manage client data throughout phases of our interactions with them. This platform allows us to interact with resident participants through their computer or phone. We will use the Area Deprivation Index (ADI), data from CSEM and Forsyth Futures to gather secondary data on the neighborhood level regarding income, education, employment and housing quality.

C.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.

If the stated program goals and outcomes provided in C.3 are not achieved P4P will extend its projected time (2 yrs) in the neighborhood to allow for more time to:

- 1) Analyze community action plan to ensure alignment with community partners and stakeholders.
- 2) Understand existing roles and responsibilities of partners to promote collaboration and provide support and advice for moving forward.
- 3) Assess and remove barriers for participation identified by residents (lack of childcare, access to programs, etc), organizational partners (silos, core funding, cookie cutter, etc) and community-wide (high unemployment, poor housing, etc).
4. Support shared data across collaborative partners to ensure progress is being achieved on common vision and goals.
- 5) Connect with other neighborhoods and/or cities doing similar work.

C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City.

Performance measures can be quantitative and/or narrative.

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
Promote collaboration among the residents and institutional sectors currently involved in place-based efforts in this neighborhood.	<p>a. Survey residents to collect base-line data (demographics, assets, interests, needs, etc.)</p> <p>b. Identify services and providers in the neighborhood.</p> <p>c. Convene providers to share information and identify lines of alignment</p>	<p>Pilot -placed based initiative in Castle Heights neighborhood launched baseline survey developed by WSSU Center for Social and Economic Mobility (CSEM) for 250+ households. a TOTAL of 98 surveys were completed during Survey I & II. To date, 10+ service providers (NBN, Place Matters, PowerUp, Habitat for Humanity, WFU Office of Civic and Community Engagement and others) agreed to be collaborators.</p>	<p>Baseline data completed and analyzed for almost 250+ neighborhoods in pilot, identifying demographics, interest and needs of residents. Community engagement has increased by 30%. Residents have selected an additional seven key partners. A second neighborhood has been selected for place-based work. Early development phase (community engagement) has begun in the second neighborhood.</p>	<p>Increased community collaborations among residents and service providers/institutional sector by 65%. Increased community engagement by 45% in the second neighborhood. 60+ residents in second community will be surveyed after identifying a resident lead.</p>
Use Study Circles to create an environment that allows neighborhood residents to make decisions and develop local solutions to poverty and inequality that help determine their future.	<p>Recruit residents to participate (face-to-face and virtual). Youth to be included.</p> <p>b. Residents develop solutions, generate ideas, and make recommendations for creating a healthy and thriving neighborhood.</p> <p>c. A community action plan is</p>	<p>13 residents completed the housing study circle and developed solutions, generated ideas that are being implemented by a resident led housing committee. The housing committee consists of six residents, three of them were study circle participants.</p>	<p>The Housing Committee is currently creating a community plan that focuses on preservation of housing stock and vets local housing rehab programs for their community. Three more study circles will be held in Jobs and Workforce Development,</p>	<p>Will identify 100 residents to engage in five study circle around SDOH in a second targeted neighborhood.</p>

	created.		Education and Food/Health and Wellness. A comprehensive plan with all five social determinants of health will be developed by Castle Heights residents.	
Use Study Circles as a mechanism that allows for continuous feedback from residents to service providers that help create an understanding of where gaps exist, and innovation can occur.	<p>a. Residents share Community Action Plans with service providers.</p> <p>b. Service providers adapt, expand, or make innovations to their service delivery.</p>	During Session 4 of the Housing study circles, where service providers are invited to talk about their services, four service providers attended this session to learn community concerns, provide information and develop opportunities to expand service delivery.	<p>The Housing Committee meets with at least one housing service provider each month to share their housing action plan and learn more about the housing repair services offered and requirements for each program. The Housing Committee has met with five service providers in the last few months. Committee members share barriers and gaps in service. The committee has form partnerships with the providers to bring housing rehab services to residents. Each organization has agreed to work with each applicant throughout the application process. Services are being rendered to residents from The City of WS, Habitat for Humanity, Place Matter and Housing Matters of United</p>	Will identify and build opportunities with 5 new service providers in each of the SDOH to attend the study circle in the second community to hear from residents and offer resources.

			Way, ERAP program, Financial Pathways and POWERUP.	
Work with neighborhood leaders to ensure they are equipped with the necessary leadership skills to help them create the change they seek for their communities.	<p>a. Residents say what training can best improve their skills.</p> <p>b. Provide scholarships or incentives to residents to participate in training.</p>	<p>Around 25 residents have taken Neighbors In Action trainings like Asset Based Community Development and Community Engagement through partnership with Neighbors For Better Neighborhood. residents also have enrolled and completed some Nonprofit management course through NC Nonprofits as well as grant writing courses. Residents identify the courses they will enroll in. scholarships were provided to four resident to attend the Racial Equity trainings offered in collaboration with the Racial Equity Institute and Neighbors For Better Neighborhoods .</p>	<p>Residents continue to learn new leadership skill through Advocacy Skills training offered by Partnership for Prosperity. Approximately seven residents are registered for this Advocacy Skills training as well as Building Relational Power offered by IAF.</p>	<p>A leadership development academy will begin Jan 2023 in partnership with Tate Consulting. Nine leaders have been identified in the community to complete this six session series. In the second community P4P will identify 15-25 resident to learn leadership and development skills as well as the basics of community development.</p>
Work collaboratively with resident leaders and organizations to create or review neighborhood asset maps and connect them to community resources.	<p>a. Residents turn personal resources into community resources.</p> <p>c. Residents develop closer relationships and social interactions.</p>	<p>Asset mapping of residents gifts, skills and talents were part of the baseline survey in which almost 250 households were surveyed. This resident-led initiative began to show sustainability as</p>	<p>More than 100 Castle Heights residents have knowledge of their gifts, skills and talents and how they can use them to improve their neighborhood.</p>	<p>Asset Mapping of new neighborhood to discover gifts, skills and talents to turn personal assets and resources into community assets and resources.</p>

		residents' gifts, talents and skills were discovered and began to be used within the neighborhood.		
Help neighborhood leaders become aware of shared measurement and performance monitoring systems.	<p>a. Data analyst is contracted to measure and monitor the impact of activities and build predictive models to predict outcomes.</p> <p>b. Neighborhood leaders learn how to use data to determine if they are putting their time, effort, money, and energy into the right channels.</p>	<p>Data analyst (WSSU-CSEM) was contracted.</p> <p>Residents reviewed and approved initial baseline survey.</p> <p>Data sharing and data analysis occurred with steering committee residents who is deciding how to disseminate to all residents.</p>	Steering Committee members of Castle Heights neighborhood are knowledgeable of measurement and performance systems and how they predict outcomes. They are developing their comprehensive neighborhood action plan and using data to inform their decisions.	Use data and data analysis to help residents in new neighborhood make good decisions and solve issues to improve their neighborhood.
Assist residents in determining strategic funding approaches for short-term resident-led initiatives and longer-term funding for sustainable solutions and technical assistance around how to blend various funding sources.	<p>a. Resident leaders learn grant writing skills and budget creation.</p> <p>b. Resident leaders learn how to manage programs they develop</p>	Residents became aware of Implementation and Sustainable phase of initiative and researched training opportunities in grant writing and project management so that efforts are able to be sustained by residents.	Residents have written and received at least one grant for long-term sustainability.	Introduce residents in new neighborhood to NBN grant program and build relationships with other funders.

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	350	420
FY22-23 Current Year Projected Results	480	560
FY 23-24 Next Year Anticipated Results	600	715

C.6. FY 21-22 Program Accomplishments

In January 2021, the P4P Board of Directors approved a strategic direction that utilizes a collaborative place-based, bottom-up, resident-led approach to eliminating poverty in low-resource neighborhoods. This approach relies on collaborators including Place Matters, Neighbors for Better Neighborhoods (NBN), Power Up, Habitat for Humanity, the City, Financial Pathways and others. Together with these partners, P4P worked with neighborhoods, neighborhood leaders, and service providers in a targeted neighborhood to specifically address the barriers that make it difficult to meet the needs of residents and sustain a thriving community. These partnerships enabled P4P to become embedded in the Castle Heights neighborhood and use the assets that already exist there to strengthen the physical social, structural, and economic conditions and contribute to the wellbeing of the children, families, and individuals who live there. Program accomplishments included:

- Surveyed residents to collect base-line data (demographics, assets, interests, needs, etc).
- Identified services and providers in the neighborhood
- Convened providers to share information and identify lines of alignment.
- Recruited residents to participate (face-to-face and/or virtual. Youth were included during the summer.
- Residents developed solutions, generated ideas, and made recommendations for creating a healthy and thriving neighborhood.
- Community Action Plan was created in several of the SDoH.
- Resident participants shared Community Action Plans with service providers.
- Service providers adapted, expanded, or made innovations to their service delivery.
- Residents said what training can best improve their skills. Several residents took advantage of leadership development trainings.
- Provided scholarships or incentives to residents to participate in training.
- Learned from survey about residents' gifts, skills and talents, and physical and associational assets.
- Residents turn personal resources into community resources.
- Residents developed closer relationships and social interactions.
- Data analyst was contracted to measure and monitor the impact of activities and build predictive models to predict outcomes.
- Resident leaders learned grant writing skills and budget creation.
- Resident leaders learned how to manage programs they develop.

C.7. FY 22-23 Key Objectives

1. Address social justice/equity issues that will help in the reduction of poverty through a collaborative place-based approach in a second target neighborhood.
2. Work collaboratively with neighborhood utilizing the assets that already exist there to strengthen the physical, social, structural, and economic conditions of the community that affect the well-being of the children, families and individuals who live there.

D. Organizational Capacity

Completed by paula.mccoy@uwforysyth.org on 11/17/2022 2:21 PM

Case Id: 16241

Name: Moving Families Forward II - 2023/24

Address: *No Address Assigned

D. Organizational Capacity

Please provide the following information.

MISSION (5 POINTS)

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

United Way of Forsyth County (UWFC) brings the community and its resources together to solve problems that no one organization can address alone.

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 CoC
- 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 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 who are homeless, UWFC's support of the work of the Housing Matters Initiative demonstrates the power of organizing and coordinating services to leverage the power of many organizations working together to solve seemingly unsolvable problems, such as homelessness. Since UWFC began work with the WSFC CoC, chronic homelessness has decreased by over 90%.

P4P has collaborated with the community on issues that will help to move the needle of poverty. We have aligned community resources with an resource map so that resources are effectively, purposefully and efficiently used to benefit our most vulnerable populations, the poor, and people who lack the resources to function effectively. Furthermore, we are breaking down silos by changing adversarial mindsets that operate from an attitude of distrust or competition. For almost two years, we have implemented a pilot place-based approach in a targeted neighborhood engaging them in study circles where they make decisions and solve problems with the goal of establishing a community action plan. We have also convened and facilitated grassroots and grass tops in creating plans to eliminate racial inequities. We advocate for policies that do not exacerbate the wealth gap and that allow for families and individuals to experience economic mobility.

FUNCTION (5 POINTS)

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

Printed By: Tanya Banner on 1/23/2023

14 of 30

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

For 99 years, United Way of Forsyth County (UWFC) and its precursor organization the United Fund 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 Economic Mobility and Socioeconomic Wellbeing. 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.

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
P4P Director	Manages staff, programs and budgets	30	25.00 %
Community Engagement Associate	Weekly meetings with neighborhood steering committee members. Works with resident and community leaders. Manages social media, marketing, communications.	40	75.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Dr. Antonia Monk Richburg	President and CEO	\$225,000.00	0.00 %
Cynthia S. Gordineer	Out going President and CEO	\$218,309.98	0.00 %
William Stone, Jr.	Chief Finance Officer	\$156,560.00	0.00 %
Debbie Wilson	Chief Impact Officer	\$122,558.82	0.00 %
Mark Uren	Vice President Resource Development	\$149,992.45	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

UWFC Organization Chart _11.2.22.pptx

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

Describe the hiring process and how it is structured to provide the most diverse candidate pool. Best practices for accessing a diverse hiring process and candidate pool include:

UWFC advertises open positions on our own website, the WS Journal, The Chronicle, NC Center for Nonprofits, and Indeed, which reach a broad audience of job seekers. Applicants are screened by HR staff to assess whether minimum qualifications are met. The hiring director reviews all applications from candidates meeting minimum qualifications,

and top candidates are selected for interviews. Interview teams are chosen to represent the program or department hiring. Once a leading candidate(s) is selected the HR staff review references and the director will make a formal offer.

Please enter the total number of Full-Time Positions and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	3			6	5	1
Professionals	3	1		5	4	
Technicians						
Office/Clerical				2	1	
Laborers/Service Workers						
Total Full-Time	6	1	0	13	10	1

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers				1		
Professionals		1		3	2	
Technicians						
Office/Clerical				1		
Laborers/Service Workers						
Total Part-Time/Temp	0	1	0	5	2	0

D.8.

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

2022 UWFC Board Roster.doc

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

6

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

6

ABILITY (5 POINTS)

D.11. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.

This application is not for new funding.

D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully

use these practices with the proposed program, if necessary?

The COVID-19 pandemic was an unforeseen event which negatively impacted deliverables. P4P pivoted to a virtual platform which allowed us to continue our work. What we learned is that there is a significant digital divide that exists in W-S, particularly with the population that we serve. With our "Moving Families Forward" program, and with COVID-19 still prevalent, we will hold hybrid meetings so that residents who do have internet access can still participate from the safety of their homes. We are partnering with Forsyth County Digital Equity to recruit youth ambassadors to assist residents with technology (computers and mobile devices) and to assess whether residents have access to the internet with the goal to get them connected.

D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?

United Way of Forsyth County has made the commitment to engage, and we have dedicated resources to understand how we experience equity issues, the impact of these issues on Forsyth County, and what we can do to address these issues. We understand that equity is already implicit in our existing approach to community impact and gives United Way a solid foundation on which to deepen and strengthen equity as a process and an outcome. Our goal is for equity to become part of the DNA of who we are and how we work with our community to create positive change. In 2021 UWFC Board and staff began the process of evaluating our organization and all of our policies and practices with an equity lens. Since this initial evaluation the Board and Staff have identified a diverse set of strategies for the organization to implement to improve how we operate in a more equitable way.

At an organizational level this includes changes in how we market open positions, overall organizational communication strategies, as well as a review of our staff handbook.

E. Cost Effectiveness

Case Id: 16241

Name: Moving Families Forward II - 2023/24

Completed by paula.mccoy@uwforyth.org on 11/18/2022 1:12 PM

Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information.

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$10,823,077.00	\$10,823,077.00	\$10,823,077.00
Fundraising	\$1,080,937.00	\$1,080,937.00	\$1,080,937.00
Management and General	\$1,059,378.00	\$1,059,378.00	\$1,059,378.00
Total Expenditures by Program	\$12,963,392.00	\$12,963,392.00	\$12,963,392.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$2,601,665.00	\$2,601,665.00	\$2,601,665.00
Employee Benefits	\$653,430.00	\$653,430.00	\$653,430.00
Facility Rent and Utilities	\$138,612.00	\$138,612.00	\$138,612.00
Training and Conference Registration	\$37,488.00	\$37,488.00	\$37,488.00
Membership and Dues	\$216,180.00	\$216,180.00	\$216,180.00
Travel and Transportation	\$15,492.00	\$15,492.00	\$15,492.00
Grants to Individuals and Organizations	\$7,368,223.00	\$7,368,223.00	\$7,368,223.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$1,326,400.00	\$1,326,400.00	\$1,326,400.00
Other Operating Expenditures	\$608,902.00	\$608,902.00	\$608,902.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$12,966,392.00	\$12,966,392.00	\$12,966,392.00

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$1,789,135.00	\$1,789,135.00	\$1,789,135.00
Forsyth County	\$9,695.00	\$9,695.00	\$9,695.00
State of North Carolina	\$168,000.00	\$168,000.00	\$168,000.00
Federal Government	\$1,274,497.00	\$1,274,497.00	\$1,274,497.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00

Printed By: Tanya Banner on 1/23/2023

18 of 30

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$9,158,013.00	\$9,158,013.00	\$9,158,013.00
Foundation Grants	\$760,024.00	\$760,024.00	\$760,024.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$280,000.00	\$280,000.00	\$280,000.00
Total Revenues by Category	\$13,439,364.00	\$13,439,364.00	\$13,439,364.00

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

allocations, designations and administrative fees

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2022	CDBG	\$40,000.00
2021	CDBG/Social Justice	\$65,500.00
2020	CDBG	\$40,000.00
2019	CDBG	\$40,000.00
2018	CDBG	\$40,000.00

E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Operational Support	\$50,000.00	\$225,000.00	Kate B. Reynolds, WSFoundation, Duke Energy
	\$50,000.00	\$225,000.00	

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

UW/P4P employs a Director and a Community Engagement Associate who carryout the day-to-day activities and program implementation. The requested resources will be used to pay for a portion of the salaries of these individuals.

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

Collaborating and partnering with institutions and agencies that are engaged in poverty reduction activities are part of P4P's focus. We receive non-monetary assistance from the following stakeholders/agencies:

Action for Equity - Data sharing, community engagement and education advocacy, community based participatory research

Dress for Success - Jobs placement, soft skills training, resume building

Goodwill - Second chance employment, soft skills training and facilities maintenance training, expungement clinic

ICare - Community Engagement, survey development, housing advocacy

Printed By: Tanya Banner on 1/23/2023

19 of 30

Stop the Bleed - Create safety plans and safety education
WSRISE - data sharing
Forsyth Futures - data sharing, Community based participatory research
DRIVE - license restoration
GreeNest - Furniture
Opportunities for Love & Heal Coalition - support services, yoga, meditation & healing
Triad Restorative Justice - Conflict resolution, restorative justice engagement
WSFC Schools - truancy reduction
Neighborhood Coalition of Presidents - volunteerism
PowerUp - Environmental issues

E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

We are requesting \$10,000 more than we received in the prior year because of inflation and the rising cost to implement our strategies. Our operating expenses have increase as well as the cost of goods and services. We are expanding our work into a new neighborhood that is an extreme difference from the Castle Heights neighborhood which was comprised of approximately 75% homeownership. We anticipate reaching out to a high-poverty neighborhood that may be made up of majority renters who have fewer resources.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

P4P's place based approach is resident led. This place based work managed by P4P will end with the resident's implementing their Community Action plan. Part of the strategies will equip them to be sustainable. Throughout this program, residents have the opportunity to learn about the assets and resources in their neighborhood and how to utilize them. They will also have the opportunity to learn skills such as grant writing. They are also partnering with service providers who have the expertise, capacity and resources to sustain their plans.

Operating support funding for P4P in future years will continued to be sought from foundations, businesses and individual donors.

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

Whenever we do place-based resident led work, we do not enter a neighborhood without being invited. That is one of the principles of Asset Based Community Development (ABCD), the approach that we use in this work. The fact that we adhere to this principle is, in itself, a barrier. We will overcome it by letting the residents invite us into their neighborhood through a Request for Proposal (RFP) that indicates that they are willing and wanting us to work with them to improve the quality of life for themselves and their neighborhood.

Another barrier may be in recruitment. As we enter a new neighborhood, it takes times for residents to learn about what is happening in their neighborhood and to then participate in those activities. We will overcome this by hiring a recruiter from the neighborhood and communicate with the residents by way of flyers, meetings, compensation for participating and by forming a steering committee of residents who will be charged with recruiting other residents.

If the new neighborhood we select to work is is 100% rental, management could be a barrier. We will build a

relationship with management as partners in this endeavor.

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

We never know when institutional barriers may occur but we have access to the Human Resources (HR) department of UW that will assist us in making a rapid response to any possible vacancies or departures.

AVERAGE COST (5 POINTS)

E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	\$50,000
Number proposed to be served for the year:	2
Average City funds per beneficiary:	\$25,000
Proposed funds from all sources:	\$225,000
Number proposed to be served for the year:	600
Average total funds per beneficiary:	\$375

F. Required Documents

Case Id: 16241

Name: Moving Families Forward II - 2023/24

Address: *No Address Assigned

Completed by kathleen.wiener@uwforsyth.org on 11/15/2022 4:36 PM

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

UW Code of Ethics.pdf

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

UW 990_2020_complete.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 Accounting Policies & Procedures Summary Document 2008.doc

UW Anti Discrimination Policy.docx

UW Fair Housing and Non Discrimination Policy.docx

UW Personnel Policies.pdf

UW Procurement Policy.PDF

IRS 501(c)3 Designation Letter *Required

UW 501(c)3.pdf

UW 501(c)(3) explanation letter.pdf

Audited Financial statements or third-party review from 2020 and 2021 *Required

UW Audit FY 20-21 final.pdf

UW audit FY1920.final.pdf

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

***Required**

UW NCSL 11.15.21_11.15.22.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 16241

Name: Moving Families Forward II - 2023/24

Address: *No Address Assigned

Completed by paula.mccoy@uwforyth.org on 11/18/2022 12:31 PM

G. Income Based Projects/Services Only

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

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

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

Income Range	# to be served
0 to 30% of median	480
31% to 50% of median	120
51% to 80% of median	0
Greater than 80% of median	0

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

P4P's eligibility criteria is for residents living in areas of Winston-Salem that have been described as low-moderate income or living in poverty based on federal poverty guidelines or living in high-poverty neighborhoods. Though there may be a small number of residents greater than 80% of median, they will be eligible to participate based on our core belief that they are residents of the targeted neighborhoods and will be great contributors to the workshop conversations.

H. Construction/Rehab Only

Completed by paula.mccoy@uwforysyth.org on 11/17/2022 4:12 PM

Case Id: 16241

Name: Moving Families Forward II - 2023/24

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project. **
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

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

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

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

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

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

H.6. Describe the property management plan.

H.7. List the development team members.

H.8. Describe the financial capability of the sponsor/owner organization.

H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govt Funding
--------------	---------	-----------------	-----------	--------------

Documentation

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

***No files uploaded*

Participant/program data sample report

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

I. Emergency Shelter Only

Completed by paula.mccoy@uwforyth.org on 11/17/2022 4:12 PM

Case Id: 16241
Name: Moving Families Forward II - 2023/24
Address: *No Address Assigned

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project. **
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

J. Rapid Rehousing and HMIS Only

Completed by paula.mccoy@uwforyth.org on 11/17/2022 4:12 PM

Case Id: 16241

Name: Moving Families Forward II - 2023/24

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

** Complete this section only if you are requesting funds for a Rapid Rehousing project. **

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

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

Rapid Rehousing Services

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

HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

Submit

Completed by paula.mccoy@uwforsyth.org on 11/18/2022 1:17 PM

Case Id: 16241

Name: Moving Families Forward II - 2023/24

Address: *No Address Assigned

Submit

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Paula J McCoy

Electronically signed by paula.mccoy@uwforsyth.org on 11/18/2022 1:17 PM

IDIS Setup

No data saved

Case Id: 16241

Name: Moving Families Forward II - 2023/24

Address: *No Address Assigned

IDIS Setup

Please provide the following information.

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE