



# **Successful Outcomes After Release Initiative**



## **Program Guidelines**

**October 2018**



**Winston-Salem**

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**Winston·Salem**

## **EXECUTIVE SUMMARY**

In June 2014, as part of the FY 2014-2015 budget, the Mayor and City Council appropriated \$100,000 to fund a former offender re-entry initiative called Successful Outcomes After Release (SOAR). The funds initially were appropriated to provide grants to support community agencies that provided educational, vocational, therapeutic, and employment training programs to the local former offender community.

In October 2014, after reviewing the objectives of the re-entry initiative and assessing the City's current labor force needs, the Mayor and City Council approved the allocation of \$50,000 of the funding previously designated for grants to fund a work experience program. This program would provide employment opportunities for former offenders who met the program's guidelines while supplementing the City's existing workforce to address areas of critical need. At that time, the program was funded to employ up to eight temporary positions for a period of 16 weeks at the City's minimum hourly rate. The participants were assigned to the Property and Facilities Management Department's Vegetation Management Division or the Code Enforcement Division of the Community Development Department. The inaugural class of participants began in April 2015. The program has conducted recruitment for future classes of SOAR participants twice per year, during the fall and spring.

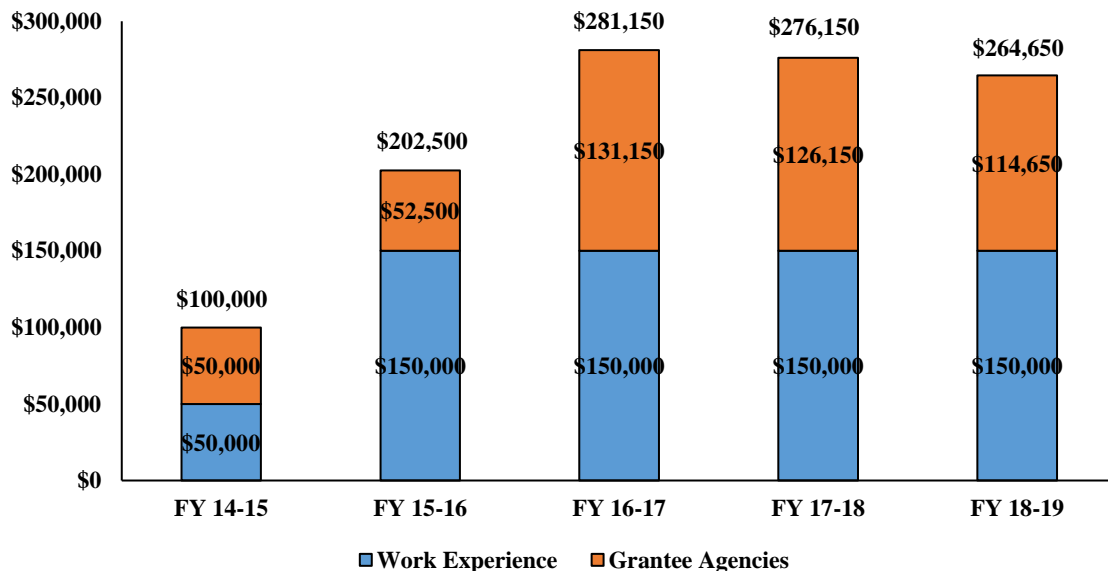
The remaining \$50,000 funded grants to the following agencies: Self-Empowerment Last Forever (SELF) (\$10,000), Project MOORE (\$10,000), Beating Up Bad Habits (\$10,000), Eureka Ministry (\$10,000), The Salvation Army (\$5,000), and the Piedmont Triad Regional Council's Re-entry Program (\$5,000).

In June 2015, as part of the FY 2015-2016 budget, the Mayor and City Council increased funding for the SOAR initiative from \$100,000 to \$202,500 with \$150,000 budgeted for the work experience program. With the increased funding, City staff expanded the work experience program, adding a second phase that included an additional six-month term of employment as well as life skills training.

As part of the FY 2016-2017 budget, the Mayor and City Council appropriated \$50,000 in contingency funds for the initiative. After an internal staff review of the agency applications, the Mayor and City Council approved the allocation of \$40,000 in contingency funding to seven agencies. These agencies and their programs provided assistance to at-risk populations, including former offenders and at-risk youth. Based on the quality of information submitted by first-time applicants, City staff recommended that a portion of the contingency be provided as "seed" funding to those agencies. The remaining \$10,000 from the contingency was used to fund the training for the agencies receiving this funding.

The SOAR initiative primarily is funded from general fund revenues. Part of the grant to the Piedmont Triad Regional Council's Re-entry Program is funded from the City's Community Development Block Grant (CDBG). The following chart shows funding for the work experience and grantee funding programs since the start of the initiative.

## Funding for SOAR Initiative



In January 2018, City staff from the Office of Business Inclusion and Advancement, Police Department’s Community Resource Unit, and Budget and Evaluation Office provided a report on SOAR initiative, including the work experience and grantee funding programs. The report presented several recommendations to improve program outcomes. The following provides an update on the implementation of those recommendations:

- 1) **Use the City’s temporary agency for all SOAR hiring to provide flexibility in selecting and managing program participants.** This item has been completed. Working with Winston Personnel Group provides an expedited onboarding process, mainly because the drug testing is done on site instead of going through a third-party vendor.
  
- 2) **Add the Sanitation Department and City-County Utilities Division as placement departments and expand existing partner departments such as the Community Development Department.** The Utilities staff has agreed to conduct a labor employability skills session and equipment training class with current SOAR participants in November 2018. Additionally, the Utilities Department has agreed to have a SOAR participant assigned to their department in January 2019. The Director of Operations has agreed to assign a SOAR participant to the Sanitation Department in 2019.
  
- 3) **Strengthen internal commitment to the work experience program through supervisory training.** Staff has implemented monthly site visits at each of the employment locations throughout the City. During this time, staff observes the participant and site supervisor. Staff provided all site supervisors with video training at the start of the cohort including a list of Frequently Asked Questions to address expectations of site supervisors and their assigned SOAR participants.

- 4) Implement the coaching program to provide on-going support to program participants.** While coaching and mentoring have happened organically throughout the current cohort, staff also have developed an application and starter packet for a coaching/mentoring program to provide on-going support to program participants. This coaching program will be advertised to staff on the City's internal site and will include contact information for staff. The anticipated date for implementation is January 2019.
- 5) Develop marketing materials to increase the visibility of the work experience and the grantee agency funding programs of the SOAR initiative in the community.** City staff have posters, hand-bills, flyers, and business cards that are also available in English and Spanish. The SOAR website is updated as needed and includes an interest form link. At any time, those interested in the program can complete this interest form so that they will be notified via email when the application is available. Staff recommends that the SOAR Grantee information that is included on the Budget and Evaluation Office's webpage is also viewable on the program's main page: [www.cityofws.org/soar](http://www.cityofws.org/soar)
- 6) Continue to work with SOAR grantee agencies on the development of performance measures, in particular outcome-based measures.** Staff hosted an information session with all SOAR Grantee Agencies in May 2018. The purpose of this session was to inform SOAR agencies on the application process and provide information on what constitutes an applicant to be "job-ready." Staff also attended a Neighborhood USA Conference with the SOAR Grantee Agency representative to learn about other re-entry initiatives and examine best-practices with other re-entry programs throughout the country. The workforce development staff continues to work with staff in the Offices of Performance and Accountability and Budget and Evaluation to examine and expand outcome-based measures.

The following sections provide the adopted guidelines for the grantee agency funding and work experience programs for the SOAR initiative.

## GRANTEE AGENCY FUNDING PROGRAM

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### Applicant Guidelines for Community Agencies

#### SOAR Funding for Community Agencies

The City of Winston-Salem has made grant funding available through the Successful Outcomes After Release (SOAR) program in an effort to ease the transition of previously incarcerated citizens, reduce recidivism, and address public safety. Previously incarcerated persons face many barriers each day as they re-enter the community. Due to a shortage or absence of educational, vocational, therapeutic, and employment training services this population so urgently needs, these barriers can be difficult to overcome.

Non-profit organizations may apply for SOAR funds for projects or programs that address the needs of individuals who have been previously incarcerated. Projects that address the needs of youth involved in the juvenile justice system will also be considered.

**Funds should be used for the provision of direct services or programming for participants.** Funds should only be used for salaries when direct services are being provided by the position, rather than for administrative responsibilities. Agencies are also required to attend mandatory trainings and meetings throughout the grant period.

#### Application Process

In the fall of each year, the City of Winston-Salem releases a Request for Proposals (RFP) for community agencies to apply for both federal and local funding for projects or programs that serve the community. One of the funding sources is for Successful Outcomes After Release (SOAR). Community non-profits have the opportunity to attend an orientation and technical workshop and may submit an application for review in November.

Funding recommendations are developed through a rigorous process that includes evaluation by a Review Panel comprised of City staff, in addition to review by citizens on the Community Agency Allocation Committee, the City Manager, and final approval by the Mayor and City Council.

The review and award process is expected to progress according to the following schedule for the FY 2019-20 funding cycle:

**October 8, 2018:** Request for Proposals released

**October 10, 2018:** Orientation Workshop held

**October 25, 2018:** Technical Workshop held

**November 16, 2018, 5:00pm:** Application submission deadline

**December 2018:** Completed applications evaluated by Review Panels

**January 2019:** Community Agency Allocation Committee review begins

**May 2019:** Recommendations for award of SOAR funds forwarded to the City Manager for inclusion in proposed FY 2019-20 budget

**June 2019:** Mayor and City Council approve FY 2019-20 budget, including SOAR allocations to community agencies



## Eligibility

To be eligible for funding through the City’s established process, agencies must meet the following minimum requirements:

- Application is complete and responsive. All questions are answered thoroughly.
- Program activity is eligible under one of the available funding sources
- Current nonprofit 501(c)(3) tax exempt status and eligibility to receive tax deductible contributions, as confirmed by the Internal Revenue Service
- “Current-Active” status to conduct business in the State of North Carolina at least one year prior to the date of publication of this Request for Proposals, as confirmed by the N.C. Secretary of State (<https://www.sosnc.gov/search/index/corp>)
- Submission of third-party financial review or audited financial statements prepared by a qualified accountant or accounting service covering the last reporting period of operation. Audit findings may make the applicant ineligible to receive assistance from the City.
- Not be debarred or suspended by any federal agency
- Provide a current list of Board Members
- Provide a completed IRS 990 Form, as submitted to the IRS
- Provide organization’s policies, code of conduct, bylaws, and articles of incorporation

## Seed Agency Funding

First-time applicants that do not meet all of the minimum criteria may be eligible for “seed” funding. With this funding, the agencies would receive maximum assistance of \$5,000. As a condition for receiving this “seed” funding, the City would provide half of the contribution at the conclusion of the first quarter, and the remaining half after officials with these agencies meet contract requirements and complete the City-sponsored capacity building training. Agencies are also required to attend mandatory meetings or trainings throughout the funding cycle.

Seed funding is only available to agencies for up to two funding cycles. Beyond two years, the applicant may submit a request for funding, but they must meet all eligibility requirements set out in the RFP. This includes requirements for audited financial statements or a third-party financial review. Any applications that do not meet the full eligibility requirements after two years of seed funding will not move forward for review and will not be considered for funding.

## Appendix

**A – Request for Proposals, FY 2019-20**

**B – Application, FY 2019-20**

## **WORK EXPERIENCE PROGRAM**

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Under the work experience program, each participant works 32 hours per week for a period of six months and is paid at a flat rate of \$11.25 per hour. Participants have been assigned to labor positions in the following departments:

- Properties and Facilities Management (Vegetation Management –Cemeteries)
- Properties and Facilities Management (Fleet Services Division)
- Properties and Facilities Management (Custodial Division)
- Recreation and Parks (Recreation Maintenance Division)

SOAR classes are exposed to several personal and professional enrichment activities such as financial literacy through the Center for Smart Financial Choices, Creating a Professional Brand Course (customized for SOAR participants), New Employee Orientation, Positive Identity Session taught by Nurse Betty Speaks, Mental and Sexual Health taught by staff at Winston-Salem State University, presentations from a Communication Specialist, the Forsyth County Emergency Preparedness Team, the FTCC scholarship program, and a motivational speech from an “Inmates to Entrepreneurs” speaker.

City staff have developed a coaching component to the program. As a part of the coaching experience, participants have an opportunity to meet and learn from City employees and coaches from other organizations who have a genuine interest in sharing advice with program participants.

Program staff continue to attend job and resource fairs with staff from the Human Resources Department to promote the program and recruit for future cohorts. SOAR also has an online interest form on the City’s website for anyone who is interested in applying to the program. Other recruitment efforts include: emails and phone calls to citizens who complete interest forms, networking with local re-entry organizations, hosting Forsyth County Re-Entry Council’s Inaugural Community Expo, neighborhood association and community day events, hosting information sessions and placing bi-lingual handbills and flyers at the local recreation centers, hosting an information session with SOAR grantee agencies, and providing bottled water and business cards to potential applicants at various basketball courts, beauty shops, and barber shops.

## **Appendix**

**C – Trainee Manual 2018**

**D – Mentoring Packet**

**APPENDIX A**

# City of Winston-Salem

Community Agency

FY 2019 - 2020

## Request for Funding and Application Instructions

October 2018

Prepared by the Budget and Evaluation Office

Sarah Coffey, Budget & Evaluation Analyst

336-747-7092



[www.cityofws.org/budget](http://www.cityofws.org/budget)

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# FY 2019-20 REQUEST FOR PROPOSALS

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The City of Winston-Salem is accepting proposals for program and project funding for the fiscal year beginning July 1, 2019. Proposals must be submitted to the City online by **5:00 p.m. on Friday, November 16, 2018**. This Request for Proposals (RFP) includes several potential funding sources.

## FUNDING SOURCES

### **Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME)**

This RFP covers requests for funding that will be derived from Federal Fiscal Year 2019 allocations from the federal CDBG and HOME entitlement programs. Proposals must be consistent with the objectives and requirements of the funding program. For the CDBG Program, the primary objective of the program is the development of viable communities by the provision of decent housing, a suitable living environment, and expanded economic opportunities, principally for persons of low- and moderate-income. More information on the CDBG Program is available at: <http://1.usa.gov/pzyFDL>. The purpose of the HOME Program is to expand the supply of decent, safe, sanitary, and affordable housing for very low-income and low-income citizens. More information on the HOME program is available at: <https://www.hudexchange.info/programs/home/>.

### **Emergency Solutions Grant (ESG)**

This RFP covers requests for funding for City and State ESG funds. City ESG funds will be allocated for the year beginning July 1, 2019 and State ESG funds will be allocated for the year beginning January 1, 2020. All ESG proposals and projects will also be subject to state requirements, as appropriate. The ESG program provides funding to: (1) engage homeless individuals and families living on the street; (2) improve the number and quality of emergency shelters for homeless individuals and families; (3) help operate these shelters; (4) provide essential services to shelter residents, (5) rapidly re-house homeless individuals and families, and (6) prevent families/individuals from becoming homeless. Transitional housing is not eligible for funding. Any agency that will receive funds must submit an application. Separate applications must be submitted for City ESG funds and State ESG funds for each program or project. More information on the ESG program is available at: <https://www.hudexchange.info/programs/esg/>.

### **Successful Outcomes After Release (SOAR)**

This RFP covers requests for funding for the fiscal year beginning July 1, 2019 and ending June 30, 2020. In an effort to ease the transition of previously incarcerated citizens and address public safety, the City of Winston-Salem has made grant funding available. Previously incarcerated persons face many barriers each day as they re-enter the community. Due to a shortage or absence of educational, vocational, therapeutic, and employment training services this population so urgently needs, these barriers can be difficult to

overcome. Former offenders who are released into the community without access to the appropriate and necessary tools to be productive members of society have a greater potential to become threats to public safety and are at risk to reoffend.

### Other

This RFP covers requests for funding for the fiscal year beginning July 1, 2019 and ending June 30, 2020. Project applications will be considered for non-profit, incorporated organizations that perform services in the public's interest. To be considered, the proposed project or service must: (1) Provide a service or program that the City does not currently provide; (2) Contribute significantly to the quality of life of all City residents; or (3) Contribute directly or indirectly to the revenue base of the City.

### FUNDING PROVISIONS

This is a competitive application process for limited funding. Funding is subject to federal grant awards and budget availability with final amounts that are unknown at this time. Applicants that meet the minimum criteria are not guaranteed an award. Also, successful applications may be funded for less than the amount requested. No contracts can be executed until project/program approval has been received from the Mayor and City Council, funds have been released by the U.S. Department of Housing and Urban Development, and approval from the State of North Carolina, as applicable.

### ENVIRONMENTAL REVIEW

Activities funded under federal programs (CDBG, HOME, ESG) are subject to the environmental review regulations at 24 Code of Federal Regulations part 58. No choice-limiting action pertaining to a specific site proposed to be funded under the federal funding sources listed above may be taken by any party prior to the application for funds or prior to the completion of the Environmental Review process and issuance of a Release of Funds from the HUD, if required. Choice-limiting actions are defined by HUD as property acquisition, demolition, movement, rehabilitation, conversion, repair, or construction prior to the environmental clearance. Any violation of this provision will result in the automatic denial of the funding request or de-obligation of federal funds, if awarded. Contact the City's Community Development Department at (336) 734-1314 if you have any questions about this requirement.

### ELIGIBILITY

To be eligible for funding through the City's established process, agencies must meet the following minimum requirements:

- Application is complete and responsive. All questions are answered thoroughly.
- Program activity is eligible under one of the available funding sources
- Current nonprofit 501(c)(3) tax exempt status and eligibility to receive tax deductible contributions, as confirmed by the Internal Revenue Service
- "Current-Active" status to conduct business in the State of North Carolina at least one year prior to the date of publication of this Request for Proposals, as confirmed by the N.C. Secretary of State

<https://www.sosnc.gov/search/index/corp>

- Submission of third-party financial review or audited financial statements prepared by a qualified accountant or accounting service covering the last reporting period of operation. Audit findings may make the applicant ineligible to receive assistance from the City.
- Not be debarred or suspended by any federal agency
- Provide a current list of Board Members
- Provide a completed IRS 990 Form, as submitted to the IRS
- Provide organization’s policies, code of conduct, bylaws, and articles of incorporation

Proposals that do not meet the minimum threshold requirements for funding eligibility may be considered for “seed” funding, as described below.

### SEED FUNDING

First-time applicants that do not meet all of the minimum criteria may be eligible for “seed” funding. With this funding, the agency would receive maximum assistance of \$5,000. As a condition for receiving this “seed” funding, the City would provide half of the contribution at the conclusion of the first quarter, and the remaining half after officials with these agencies meet contract requirements and complete the City-sponsored capacity building training. Agencies are also required to attend mandatory meetings or trainings throughout the funding cycle.

Seed funding is only available to agencies for up to two funding cycles. Beyond two years, the applicant may submit a request for funding, but they must meet all eligibility requirements set out in the RFP. This includes requirements for audited financial statements or a third-party financial review. Any applications that do not meet the full eligibility requirements after two years of seed funding will not move forward for review and will not be considered for funding.

### SCORING

Proposals that meet the minimum requirements will be scored on a 100-point scale, as follows:

Rating Factors	Maximum Points
Project overview, soundness of approach and quality of proposed program/project in relation to the identified need	20
Strategy to assist the community in addressing an identified need and meeting objectives	20
Capacity of the applicant, relevant organizational experience, and past performance	20

Cost effectiveness, leveraging funding, and sustainability	25
Other – Overall impression and completion of all materials required	15
Total	100

## TECHNICAL ASSISTANCE

The City will offer technical assistance to any organization requiring help to complete the application. It should be noted that the receipt of assistance from the City **does not** guarantee that an application will be successful or that an award will be granted. If your organization would like assistance or has any questions regarding the application process, please attend the Technical Workshop on Thursday, October 25, 2018 at the Forsyth County Central Library Auditorium (660 W Fifth Street). The workshop will begin at 2:00 p.m. Please direct any additional questions to Sarah Coffey at (336) 747-7092 or [sarahc@cityofws.org](mailto:sarahc@cityofws.org).

## SUBMISSION PROCEDURE

To submit a program proposal for supportive services or operational funding, please complete the application through the following website: <https://portal.neighborlysoftware.com/winston-salem/participant>. Instructions for accessing the portal and registering your account are in the attached “Subrecipient Guide.”

Applications must be authorized by the Board of Directors of the organization submitting the proposal. Although not required to be submitted, the organization should retain the minutes of the board meeting authorizing the submission of the application. Your electronic signature on the application indicates you have met these requirements and are a representative authorized to submit the application.

In addition, your completed application should include all of the following:

- List of Board Members
- IRS 990 form
- IRS 501(c)(3)
- NC Secretary of State – current and active status (<https://www.sosnc.gov/search/index/corp>)
- Financial Review/Audit
- Organization bylaws
- Articles of incorporation
- Code of conduct
- Organization policies including personnel, formal non-discrimination, procurement, accounting



## ALLOCATION PROCESS AND TIMELINE

Funding recommendations will be developed through a rigorous process that includes evaluation by a Review Panel comprised of City staff, in addition to review by citizens on the Community Agency Allocation Committee, the City Manager, and final approval by the Mayor and City Council.

The review and award process is expected to progress according to the following schedule:

**October 8, 2018:** Request for Proposals released

**October 10, 2018:** Orientation Workshop held

**October 25, 2018:** Technical Workshop held

**November 16, 2018, 5:00pm:** Application submission deadline

**December 2018:** Completed applications evaluated by Review Panels

**January 2019:** Community Agency Allocation Committee review begins

**April 2019:** Recommendations for award of federal housing funds forwarded to the Mayor and City Council for review and approval

**May 2019:** Recommendations for award of other funding sources (i.e. general fund, occupancy tax, housing finance assistance fund) forwarded to the City Manager for inclusion in proposed FY 2019-20 budget

**June 2019:** Mayor and City Council approve FY 2019-20 budget, including allocations to community agencies

Applications for funding are reviewed by the City of Winston-Salem's Budget and Evaluation Office and the Community Development Department to ensure each application is submitted into the appropriate funding source. Citizen and staff based review panels score the applications and create a prioritized list of projects to the Allocation Committee for a secondary review. The Allocation Committee then provides the City Manager with a list of funding recommendations. Please note that the Allocation Committee serves strictly in an advisory role.

Organizations that are awarded funding will be required to execute an agreement. As part of this agreement, quarterly reports will be required. Site visits may also take place in order to verify the information being reported back to the City. Each year, the City's Internal Audit Division will select several agencies that are awarded funding to complete an audit of the applicant's management records.

If you have any questions about the application, please contact Sarah Coffey, Budget and Evaluation Analyst, at 336-747-7092 or by email at [sarahc@cityofws.org](mailto:sarahc@cityofws.org).

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# APPLICATION INSTRUCTIONS

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Submit your agency's proposal using the online application: <https://portal.neighborlysoftware.com/winston-salem/participant>. You will be able to attach all required documentation.

Each section of the application notes the point value for evaluation purposes. Instructions and examples are provided below on each section to describe the concepts that will be considered during scoring by the review panels.

## Section A: Organization and Contact Information

*This section requests basic information on the organization and representatives, including the director and a day-to-day contact.*

## Section B: Project Overview (20 points)

*This section requests an overview of the project/program for which funding is being requested. Your proposal should address the following:*

- *Provide a sound approach for the delivery of the services*
- *Establish the need for the services and potential benefits*
- *Describe how collaboration contributes to the success of the project/program*

### **APPROACH (7 points)**

Explain the proposed project/program and its goals and objectives. Clarify the steps that will be taken to engage participants, how the participants will use the service, and the number of participants to be served.

### **NEED (7 points)**

This section requires information on the population to be served, how the proposal fulfills an unmet need, the function of the program/project for the community, and a description of the benefits that will be realized.

### **COLLABORATION (6 points)**

Explain how specific collaborations with other organizations will benefit your program's success.

## Section C: Strategy and Performance (20 points)

Your responses in this section should address the following:

- Indicate whether the project/program helps the community meet strategic objectives
- Provide a plan for measuring the success of the program
- Explain the data systems used to manage the project/program and track and report performance
- Demonstrate the project/program had prior successful performance

### STRATEGY (5 points)

Indicate how the project/program is applicable to the City and its goals/strategic objectives. Please refer to the City's 2017-2021 Strategic Plan for descriptions of the City's strategic focus areas and associated objectives and priorities. A copy of the Plan is available for reference online:

<http://www.cityofws.org/Departments/Performance-and-Accountability/Strategic-Planning>

### PERFORMANCE (15 points)

Describe the process to monitor and evaluate the service being proposed. In this section, give details on the system that will be used to assess the service and the reporting structure for outcomes and performance.

#### Performance Measures Table

In evaluating funding requests, the review panels will use performance measures as indicators of the organization's success at accomplishing its mission. Please provide program goals, program activities in support of goals, and performance measure outcomes that are representative of the project/program you are proposing for funding. **Please see Exhibit A on page 13 of the RFP for an example of the performance measures table.**

#### Examples of Performance Measures:

Stated Program Goals	Program Activities in Support of Goals	FY 17-18 Previous Year Actuals	FY 18-19 Current Year Projected	FY 19-20 Next Year Anticipated Results
Provide case management for low-income families to secure and maintain stable housing	Meet with clients weekly; assist with developing budget; address financial barriers	Served 45 families	Serve 50 families	Serve 55 families

Provide racial diversity education to all 9th grade students in Forsyth County	Teach monthly interactive workshops on racial diversity on a rotating basis	95% of Forsyth County students participated in a training	98% of Forsyth County students participate in a training	98% of Forsyth County students participate in a training
Decrease the number of violent incidents reported that involve counseled juveniles during counseling and the following six months	Provide weekly case management and behavioral counseling sessions, as well as educational programs for students	Total violent incidents decreased from average of 6 to 4 incidents	Total violent incidents decrease from average of 6 to 3 incidents	Total violent incidents decrease from average of 6 to 2 incidents
Encourage revitalization of downtown commercial district to create a thriving business district and community space	Arrange the purchase and development of vacant downtown storefront space for retail business	Purchased and developed 5,000 square feet of storefront	Purchase and developed 6,000 square feet of storefront	Purchased and developed 6,000 square feet of storefront
Increase number and diversity of art museum visitors from each county in the Triad region	Expand marketing and outreach efforts to encourage more diverse audiences	40,000 total visitors; 15% from outside Forsyth county	43,000 total visitors; 20% from outside Forsyth county	40,000 total visitors; 22% from outside Forsyth county
<b>FY 17-18 Program Accomplishments</b> - This element should be used to point out specific achievements that were part of your goals and activities but were not reflected by the performance measures. Examples of such achievements would include, but are not be limited to, awards received by the organization related to the activity, reorganization of staff for the activities, renovation or construction of facilities, and receipt of new grants to support the activities.				
<b>FY 18-19 Key Objectives</b> - Key objectives are the major work items to be undertaken in the coming fiscal year. If improvements in service are shown in the performance measures, use this space to describe how the improvements are to be accomplished. For example, if an organization plans to serve more people by extending its operating hours or by increasing its volunteer staff, it should be noted here.				

### Section D: Organizational Capacity (20 points)

*In this section, demonstrate the capacity for carrying out the proposed program or for completing the project. Your responses to the questions in this section should demonstrate:*

- *The project/program is consistent with the mission of the organization*
- *The history, experience, and function of the organization contributes to the project/program's success*
- *The organizational structure and human resources are appropriate to support the project/program*
- *The organization has the ability to effectively and efficiently carry out the project/program*

#### MISSION (5 points)

Organizations that have existing mission statements should use that statement to complete the section. Organizations that have not adopted a mission statement should develop a statement for

the application that covers the full mission of the organization, not just the programs to be funded by the City. The mission statement should be brief but should identify the purpose of the organization, who it serves, and how that service is provided.

### FUNCTION (5 points)

This section should address how the organization provides a public service to the citizens of Winston-Salem that is not provided by the City. At a minimum, this statement should address the following questions:

- How do the activities of the organization improve the quality of life within the city?
- How do the activities of the organization strengthen the tax revenue base of the city?
- How does the organization serve a wide range of citizens within the city?
- How does the organization demonstrate broad-based support within the city?

### STRUCTURE (5 points)

#### Personnel

Provide information on key personnel for the proposed project/program, as well as executive staff and their compensation. Please make sure to attach an organizational chart to highlight the organization's management and personnel structure.

#### Diversity of Employment Information

Agencies must describe their hiring process, noting how it is structured to provide the most diverse candidacy pool.

#### Employment Profile

When filling out the Temporary/Part-time portion of this section, the position columns should be based on the Full-Time Equivalent (FTE) hours that are budgeted for these positions. For example, if an organization employs three part-time filing clerks who each work 10 hours per week, they would be listed as 0.75 positions (30 hours per week/40 hour work week = 0.75 of a work week). This section should be filled out using the following definitions:

- **Executives and Managers** - Occupations requiring administrative personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of a firm's operations. Includes: officials, executives, middle management, plant managers, department managers and superintendents, salaried supervisors who are members of management, purchasing agents and buyers, and kindred workers.

- **Professionals** - Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. Includes: accountants and auditors, airplane pilots and navigators, analysts, architects, artists, chemists, designers, dietitians, editors, engineers, lawyers, librarians, mathematicians, natural scientists, registered professional nurses, personnel and labor relations workers, physical scientists, physicians, social scientists, teachers, and kindred workers.
  
- **Technicians** - Occupations requiring a combination of basic scientific knowledge and manual skill that can be obtained through about 2 years of post-high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training. Includes: computer programmers and operators; drafters; engineering aides; junior engineers; mathematical aides; licensed; practical or vocational nurses; photographers; radio operators; scientific assistants; surveyors; technical illustrators; technicians (medical, dental, electronic, physical science); and kindred workers.
  
- **Office and Clerical** - Includes all clerical-type work, regardless of level of difficulty, where the activities are predominantly non-manual though some manual work not directly involved with altering or transporting the products is included. Includes: bookkeepers, cashiers, collectors (bills and accounts), messengers and office helpers, office machine operators, shipping and receiving clerks, stenographers, typists and secretaries, telegraph and telephone operators, and kindred workers.
  
- **Laborers / Service Workers** - Workers in manual occupations and service occupations that generally require no special training perform duties that may be learned in a few days and require the application of little or no independent judgment. Includes: garage laborers, gardeners (except farm) and grounds keepers, laborers performing lifting, digging, mixing, loading and pulling operations, attendants (hospital and other institutions, professional and personal service, including nurse aides and orderlies), barbers, custodians and cleaners, cooks (except household), counter and fountain workers, elevator operators, firefighters and fire protection, guards, doorkeepers, stewards, janitors, police officers and detectives porters, waiters and waitresses, and kindred workers.

#### **ABILITY (5 points)**

Demonstrate that the organization has the appropriate structure and capacity to start and finish the project/program in a timely and effective manner. This section should also address the policies and procedures your organization has in place to ensure fair and equal access of the program to all interested participants.

#### **Section E: Cost Effectiveness (25 points)**

##### **BUDGET AND FUNDING (10 points)**

Please see Exhibit B on page 14 of the RFP for an example of the operating budget table.

This chart should reflect the current year budget, the projected year-end actuals, and the proposed upcoming-year budget for all operating expenditures and revenues of the organization, even if the grant applied for will be solely devoted to one activity. Operating expenditures are those program and administrative expenditures that are incurred to continue the ongoing operations of the organization. Purchases of pieces of equipment with a value of \$5,000 or greater should be shown on the capital outlay line. In general, all expenditures that support operations should be included as part of the operating budget; however, the following types of expenses should not be included:

- Purchases of equipment financed through loans or other debt (Do show principal and interest payments for debt incurred to purchase equipment.)
- Construction and renovation expenditures other than repairs for the general upkeep of facilities
- Depreciation

For the “Expenditures by Program” section, the program categories are defined as follows:

Program Services - Expenditures for those activities that are part of the organization’s primary purpose and that form the basis for its non-profit status. Expenditures can also be related to business or trade operations of the organization, such as the costs of operating a gift shop. Expenditures charged to outside grants should be included in the program services function.

Fund-Raising - Expenditures incurred in soliciting outside funds such as contributions, gifts, and grants. Fund-raising expenditures should include costs incurred in publicizing and conducting fund-raising campaigns, soliciting bequests and grants from foundations or other organizations, preparing and distributing fund-raising materials, and conducting events that generate contributions.

Management and General - Expenditures for overall operation and management, rather than for direct conduct of fund-raising or program services. This function should include the expenditures for the organization’s Board of Directors or similar body and the salary and benefits of the executive officer and that officer’s immediate staff. If the officer spends any time directly supervising program or fund-raising activities, that time should be allocated to those functions. Other expenditures in this function include general legal services, accounting, insurance, office management, auditing, personnel, and investment expenses.

**Total Expenditures by Program should match Total Expenditures by Category.** In the Expenditures by Category section, make every effort to place expenditures into each of the stated categories and to avoid combining them in the Other Operating Expenses category.

Revenues other than City support should be separated into the stated categories, not simply shown in the



other category. Do not include revenues that are not used to cover operating expenditures, such as:

- Investment income that is used to increase investment holdings rather than subsidize operations;
- Contributions that are designated to be used to increase the organization's endowment or support a capital campaign; or
- Loans or other debt financing used to purchase equipment or undertake construction or renovations.

If the organization currently receives City support, but it is not known whether all of this support came from the City's General Fund or federal funding sources, please contact the City Budget Office at 336-747-7092 to confirm the funding source.

### Section F: Required Documentation

Please go through the checklist of required attachments to the application. If your organization does not have the ability to provide a required item, please provide an explanation as to why this item is missing.

### Section G: Addendum for Community Development ONLY

Applicants should only complete this section if they are applying for a federal funding source through Community Development (Community Development Block Grant, HOME, or Emergency Solutions Grant (ESG)).

### Section H: Addendum for Proposed Projects Involving Construction or Rehabilitation

Applicants should only complete this section if they are proposing a project that involves construction or rehabilitation.

The following summarizes the broad requirements and provisions of City financial assistance:

1. City financial assistance generally will be in the form of a loan, provided on a "gap" basis once all other available funding is applied to the project cost. A final determination of the loan terms will be based on a finalization of cost and other financing sources to assure that no more funding is provided than necessary.
2. Federal funding may be used to fund the project. If so, compliance with all applicable regulatory requirements will be required. This includes, but is not limited to, HUD Contractor-Consultant certification standing, Minority/Women's Business Enterprise (M/WBE), Section 504, Americans with Disabilities Act, Uniform Relocation Act, and Fair Housing regulations as well as the following requirements:

- i. Please be aware that the City must strictly enforce the provisions of 24 CFR Part 58. This regulation requires that an Environmental Review be completed and a Release of Funds be made before any choice-limiting action pertaining to a specific site is taken by you or anyone else as of the date of this application. Choice-limiting actions are defined by HUD as property acquisition, demolition, movement, rehabilitation, conversion, repair, or construction prior to the environmental clearance. Any violation of this provision will result in the automatic denial of this funding request (or de-obligation of federal funds, if already awarded). Please call City of Winston-Salem Community Development if you have any questions about this requirement.
- ii. Depending on the source of funds and number of units, the project may be required to comply with Davis-Bacon labor standards. You should consult with Community Development staff prior to submission of a proposal, as this requirement may impact project costs.
- iii. Depending on the amount of funds to be expended for housing construction, rehabilitation or other public construction, federal Section 3 provisions will require that, to the greatest extent feasible, preference in employment and contracting opportunities be given to low- and very low-income persons or businesses residing in Forsyth County. A percentage goal for the project will be discussed prior to a funding commitment.

### Section I: Emergency Solutions Grant (ESG) Forms

This section should be completed by agencies applying for ESG Funds. 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.

If you have any questions, please contact Sarah Coffey, Budget and Evaluation Analyst, at 336-747-7092 or by email at [sarahc@cityofws.org](mailto:sarahc@cityofws.org).

# EXHIBIT A – EXAMPLE PERFORMANCE MEASURES TABLE

Provide at least three goals and measurable outcomes for your project/program. One should include the number of unduplicated participants served.

Stated Program Goals	Program Activities in Support of Goals	PERFORMANCE MEASURES		
		FY 17-18 Previous Year Actuals	FY 18-19 Current Year Projected	FY 19-20 Next Year Anticipated Results
<i>Example: At least 20 families in the program will maintain permanent housing for a minimum of 12 months</i>	<i>Case managers provide mentoring, budget counseling, employment assistance, and tutoring</i>	<i>18 families maintained housing for a minimum of 12 months</i>	<i>18 families will maintain housing for a minimum of 12 months</i>	<i>20 families will maintain housing for a minimum of 12 months</i>
<i>Example: Operate a museum attracting increasing numbers of visitors from the entire Triad region while recovering a reasonable portion of operating costs from visitor revenue</i>	<i>Provide rotating and permanent exhibits, educational programs for students, after hours events, and opportunities for diverse audiences to engage.</i>	<i>15% of visitors were from outside the City; Recovered 50% of operating cost from visitor revenue.</i>	<i>20% of visitors were from outside the City; Recovered 50% of operating costs from visitor revenue.</i>	<i>25% of visitors are from outside the City; Recover 60% of operating costs from visitor revenue.</i>
<ul style="list-style-type: none"> <li>- Goals for each activity should express what the program/activity is designed to accomplish</li> <li>- Goals should be specific and relate to the program activities and performance measures in the next elements.</li> </ul>	<ul style="list-style-type: none"> <li>- These are the activities or services provided by the organization to accomplish the stated program goals.</li> </ul>	<ul style="list-style-type: none"> <li>- Provide measures that reflect your progress in accomplishing your stated program goals. Include measures such as:</li> </ul> <p><b>Workload Measures</b> indicate the quantity of work completed by an organization.</p> <ul style="list-style-type: none"> <li>- Number of people served</li> <li>- Hours of counseling provided</li> <li>- Art inventory maintained and displayed</li> </ul> <p><b>Efficiency Measures</b> indicate how productive an organization is at providing a project/program.</p> <ul style="list-style-type: none"> <li>- Cost to organization per person served</li> <li>- Revenue as a percent of total cost of operation</li> <li>- Cost to organization per workshop provided</li> </ul> <p><b>Effectiveness Measures</b> indicate whether the activities of an organization are achieving the desired outcomes; or indicate the quality of service provided.</p> <ul style="list-style-type: none"> <li>- Percentage of public school students receiving two hours of racial diversity training</li> <li>- Number of case management clients maintaining housing after 6 months</li> <li>- Grade Point Average increase over prior semester</li> </ul>		
FY 17-18 Program Accomplishments:				
FY 19-20 Key Objectives:				

## EXHIBIT B – EXAMPLE ORGANIZATION OPERATING BUDGET TABLE

Expenditures by Program	Budgeted <u>FY 18-19</u>	Projected Actuals <u>FY 18-19</u>	Requested <u>FY 18-19</u>
Program Services	800,501	815,122	865,120
Fundraising	650	650	650
Management and General	252,960	250,911	255,400
<b>Total (Should match Total Expenditures by Category)</b>	<b>1,054,111</b>	<b>1,066,683</b>	<b>1,121,170</b>
<b>Expenditures by Category</b>			
<b>Personnel</b>			
Employee Salaries and Wages	590,651	570,964	605,182
Employee Benefits	236,260	228,386	242,073
<b>Subtotal, Personnel</b>	<b>826,911</b>	<b>799,350</b>	<b>847,255</b>
<b>Operating Expenses</b>			
Facility Rent and Utilities	112,020	110,669	115,669
Training and Conference Registration	2,500	2,231	2,500
Memberships and Dues	2,750	2,750	2,750
Travel and Transportation	13,298	15,070	14,715
Grants To Individuals and Organizations	48,150	50,198	50,500
Contracted Fundraising Services	0	0	0
Goods Purchased for Resale	0	0	0
Other Contracted Services	30,150	32,800	34,765
Other Operating Expenses	18,332	53,615	53,016
<b>Subtotal, Operating Expenses</b>	<b>227,200</b>	<b>267,333</b>	<b>273,915</b>

This breakdown of expenditures should come from your IRS Form 990.

Each of the "Total" lines should equal each other

Capital Outlay			
<b>Total (Should match Total Expenditures by Program)</b>	<b>1,054,111</b>	<b>1,066,683</b>	<b>1,121,170</b>
<b>Revenues by Category</b>			
City of Winston-Salem	245,527	253,401	311,240
Forsyth County	48,381	42,989	67,563
State of North Carolina	0	0	0
Federal Government	352,623	369,459	392,588
Admissions/Program Revenue/Sales	17,552	15,233	17,986
Memberships	0	0	0
Donations	4,680	12,977	14,988
Foundation Grants	188,633	137,645	118,145
Interest and Investment Income	644	621	659
Parent Organization	0	0	0
Other	196,071	234,358	198,002
<b>Total Revenues</b>	<b>1,054,111</b>	<b>1,066,683</b>	<b>1,121,170</b>

# APPENDIX B



Winston-Salem

Funding Proposal to City of Winston-Salem

Program Year beginning July 1, 2019

Applications are due electronically to Sarah Coffey ([sarahc@cityofws.org](mailto:sarahc@cityofws.org)) no later than Friday, November 16, 2018 at 5:00 p.m.

This application is for proposals for funding of supportive services or operational funding. Please contact City staff for additional information and materials if you plan to submit a funding proposal for a housing development, housing rehabilitation, or economic development project.

## SECTION A: ORGANIZATION AND CONTACT INFORMATION

Organization Name: \_\_\_\_\_

Name of Project/Program: \_\_\_\_\_

FY 2019-20 Funding Request Amount: \_\_\_\_\_

Agency's Total Operating Budget (current fiscal year): \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Project/Program Location: \_\_\_\_\_

Year 501 (c)(3) status obtained: \_\_\_\_\_

Organization Website: \_\_\_\_\_

Organization Fiscal Year: \_\_\_\_\_

Federal Tax ID Number: \_\_\_\_\_

Federal DUNS Number: \_\_\_\_\_

**Executive Director/Manager**

Name, Title: \_\_\_\_\_

Email: \_\_\_\_\_ Phone: \_\_\_\_\_

**Contact**

Name, Title: \_\_\_\_\_

Email: \_\_\_\_\_ Phone: \_\_\_\_\_

**Board Chair**

Name, Title: \_\_\_\_\_

Email: \_\_\_\_\_ Phone: \_\_\_\_\_

Term Expiration: \_\_\_\_\_

## **SECTION B: PROJECT OVERVIEW (20 POINTS)**

### **APPROACH (7 POINTS)**

- B1)** Provide a concise description of the proposed project/program, indicating specifically how City funds will be used. Briefly, what are the goals/objectives of this project/program?
- B2)** How will a participant access the proposed project/program, use the services, and derive a beneficial outcome from participation?
- B3)** How many participants on average will be served at any one time? What is the maximum number that can be served at any one time? What is the unduplicated total number of participants to be served during the program year?

### **NEED (7 POINTS)**

- B4)** Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.
- B5)** Describe the unmet need that the proposed project/program seeks to address. Why does the population (as described above) need the proposed assistance? Include supporting data.

### **COLLABORATION (6 POINTS)**

- B6)** 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?



## SECTION C: STRATEGY AND PERFORMANCE (20 points)

### STRATEGY (5 POINTS)

**C1)** The City of Winston-Salem adopted the [2017-2021 Strategic Plan](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council. Indicate which of the City's strategic focus areas your program aligns with best (select one):

- Economic Vitality and Diversity
- Safe and Secure Community
- Livable Neighborhoods
- Healthy Environment
- Quality Transportation
- Service Excellence

**C2)** 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

### PERFORMANCE (15 POINTS)

**C3)** Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if original goals are not achieved.

**C4)** 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.

**C5)** Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.

- *Include at least three goals and performance measures.*
- *One of the performance measures must include the unduplicated number of participants served.*

**Performance Measures Table (see more examples in the RFP)**

<b>Stated Program Goals</b>	<b>Program Activities in Support of Goals</b>	<b>FY 17-18 Previous Year Actuals</b>	<b>FY 18-19 Current Year Projected</b>	<b>FY 19-20 Next Year Anticipated Results</b>
<i>Example: Work with families to maintain permanent housing for a minimum of 12 months</i>	<i>Case managers provide mentoring, budget counseling, employment assistance, and tutoring</i>	<i>Worked with 195 families; 91% maintained housing after 6 months</i>	<i>Work with 200 families; 91% maintain housing after 6 months</i>	<i>Work with 205 families; 93% maintain housing after 6 months</i>
<b>FY 17-18 Program Accomplishments:</b>				

**FY 19-20 Key Objectives:**

**SECTION D: ORGANIZATIONAL CAPACITY (20 points)**

**MISSION (5 POINTS)**

**D1)** 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?

**FUNCTION (5 POINTS)**

**D2)** How long has your organization been in operation?

**D3)** How does your organization benefit and serve the City of Winston-Salem and its citizens?

**STRUCTURE (5 POINTS)**

**D4)** In the chart below, list key personnel involved in the proposed project/program.

Key Project/Program Position Titles	Activities/Inputs	Hours Per Week	% of hours to be funded by City grant	\$ of salary to be funded City \$
<i>Example: Case Worker</i>	<i>Weekly meetings with clients in housing placements</i>	<i>40 hours</i>	<i>50% city funded</i>	<i>\$20,000</i>

**D5)** In the chart below, list all executive staff and their compensation (other than per diem).

Executive Staff Names	Title/Role	Hours Per Week	% of hours to be funded by City grant	Executive Staff Compensation (other than per diem)


**D6)** Attach an organizational chart.

**D7)** Please complete the Diversity of Employment and the Employment Profile below. See the RFP for definitions of position types used in the Employment Profile.

<i>Diversity of Employment Information</i>								
<b>Organization Name:</b>								
<b>Describe the hiring process and how it is structured to provide the most diverse candidate pool:</b>								
<i>Employment Profile</i>								
<b>a. Full-Time Positions and Employees</b>								
	Total Current Positions		Current Employees - Male			Current Employees - Female		
	FY 18-19		White	Black	Other	White	Black	Other
Executives/Managers		=						
Professionals		=						
Technicians		=						
Office/Clerical		=						
Laborers/ Service Workers		=						
<b>Total Full-Time</b>		=						
<b>b. Temporary/Part-Time Positions (FTE) and Employees</b>								

	Total Current Positions		Current Employees - Male			Current Employees - Female		
	FY 18-19		White	Black	Other	White	Black	Other
Executives/Managers		=						
Professionals		=						
Technicians		=						
Office/Clerical		=						
Laborers/ Service Workers		=						
<b>Total Part-Time/Temp.</b>		=						

**D8)** Attach a list of all current Board Members and any compensation (other than per diem).

**D9)** Number of full Board meetings held during the last twelve months: \_\_\_\_\_

**D10)** Number of Board's Executive Committee meetings held during the last twelve months:  
\_\_\_\_\_

**ABILITY (5 POINTS)**

**D11)** Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the start-up depends upon.

**D12)** How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?

## SECTION E: COST EFFECTIVENESS (25 POINTS)

### BUDGET AND FUNDING (10 POINTS)

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

	<b>Budgeted</b>	<b>Projected</b>	<b>Proposed</b>
<b>Expenditures by Program</b>	<b><u>FY 18-19</u></b>	<b><u>FY 18-19</u></b>	<b><u>FY 19-20</u></b>
Program Services			
Fundraising			
Management and General			
<b>Total Expenditures (Should match Total Expenditures by Category)</b>			
<b>Expenditures by Category</b>			
<b>Personnel</b>			
Employee Salaries and Wages			
Employee Benefits			
<b>Subtotal, Personnel</b>			
<b>Operating Expenditures</b>			
Facility Rent and Utilities			
Training and Conference Registration			
Memberships and Dues			
Travel and Transportation			
Grants To Individuals and Organizations			
Contracted Fundraising Services			
Goods Purchased for Resale			
Other Contracted Services			
Other Operating Expenditures			
<b>Subtotal, Operating Expenditures</b>			



Capital Outlay			
<b>Total Expenditures (Should match Total Expenditures by Program)</b>			
<b>Revenues by Category</b>			
City of Winston-Salem			
Forsyth County			
State of North Carolina			
Federal Government			
Admissions/Program Revenue/Sales			
Memberships			
Donations			
Foundation Grants			
Interest and Investment Income			
Parent Organization			
Other			
<b>Total Revenues</b>			

(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
<i>Example: 2013</i>	<i>CDBG</i>	<i>\$10,000</i>

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source	Total Funding

<i>Example: Utilities</i>	<i>\$5,000</i>	<i>\$5,000</i>	<i>Foundation</i>	<i>\$10,000</i>
<b>TOTALS</b>				

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

**SUSTAINABILITY (7 POINTS)**

E5) Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

**BARRIERS (3 POINTS)**

E6) Describe any potential barriers to the project implementation and how you plan to overcome them.

**AVERAGE COST (5 POINTS)**

**E7)** 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:	
Number proposed to be served for the year:	
Average City funds per beneficiary:	
Proposed funds from all sources:	
Number proposed to be served for the year	
Average total funds per beneficiary:	

**SECTION F: REQUIRED DOCUMENTATION**

- Submit a copy of the agency’s latest 990 Form as submitted to the Internal Revenue Service
- Audited financial statements or a third-party financial review
- Organization Bylaws
- Articles of Incorporation
- Organization policies (including personnel policies, formal non-discrimination, procurement policies, accounting procedures, etc.)
- IRS 501(c)3 designation letter
- NC Secretary of State Current-Active Status (<https://www.sosnc.gov/search/index/corp>)
- Other

## Section G: Addendum for Community Development ONLY

- (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.

INCOME LIMITS FOR EACH INCOME CATEGORY FOR HOUSEHOLD SIZES 1 TO 8:									# to be served
<i>Range of Incomes</i>	1	2	3	4	5	6	7	8	
0 to 30% of median	\$13,150	\$15,000	\$16,900	\$18,750	\$20,250	\$21,750	\$23,250	\$24,750	
31% to 50% of median	\$21,900	\$25,000	\$28,150	\$31,250	\$33,750	\$36,250	\$38,750	\$41,250	
51% to 80% of median	\$35,000	\$40,000	\$45,000	\$50,000	\$54,000	\$58,000	\$62,000	\$66,000	
Greater than 80% of median	All of those with incomes greater than last row above (for household size)								

- (2) Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants.
- (3) Explain how services will assist participants in reaching objectives of the proposed project/program. Describe the policies or procedures for follow-up after participants leave the proposed project/program.

## **Section H: Addendum for Proposed Projects Involving Construction or Rehabilitation**

Please submit the following items, as applicable to the project, along with the attached completed Funding Proposal form:

1. A detailed description of the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.
2. A projected time line for the proposed work.
3. A description of how the project will be managed, including the contractor procurement process.
4. A description of the target market, including any special populations to be served
5. A description of services or program you plan to provide.
6. A market study or other analysis to verify the need for the project.
7. Project development costs that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet.
8. An operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format.
9. A description of the property management plan.
10. List of the development team members.
11. A description of the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.
12. 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.

The following summarizes the broad requirements and provisions of City financial assistance:

3. City financial assistance generally will be in the form of a loan, provided on a "gap" basis once all other available funding is applied to the project cost. A final determination of the loan terms will be based on a finalization of cost and other financing sources to assure that no more funding is provided than necessary.
4. Federal funding may be used to fund the project. If so, compliance with all applicable regulatory requirements will be required. This includes, but is not limited to, HUD Contractor-Consultant certification standing, Minority/Women's Business Enterprise (M/WBE), Section 504, Americans with Disabilities Act, Uniform Relocation Act, and Fair Housing regulations as well as the following requirements:

- i. Please be aware that the City must strictly enforce the provisions of 24 CFR Part 58. This regulation requires that an Environmental Review be completed and a Release of Funds be made before any choice-limiting action pertaining to a specific site is taken by you or anyone else as of the date of this application. Choice-limiting actions are defined by HUD as property acquisition, demolition, movement, rehabilitation, conversion, repair, or construction prior to the environmental clearance. Any violation of this provision will result in the automatic denial of this funding request (or de-obligation of federal funds, if already awarded). Please call City of Winston-Salem Community Development if you have any questions about this requirement.
- ii. Depending on the source of funds and number of units, the project may be required to comply with Davis-Bacon labor standards. You should consult with Community Development staff prior to submission of a proposal, as this requirement may impact project costs.
- iii. Depending on the amount of funds to be expended for housing construction, rehabilitation or other public construction, federal Section 3 provisions will require that, to the greatest extent feasible, preference in employment and contracting opportunities be given to low- and very low-income persons or businesses residing in Forsyth County. A percentage goal for the project will be discussed prior to a funding commitment.

It is recommended that you contact the City Council Member representing the area and neighborhood association representatives. The Community Assistance Liaison for the area can provide contact information. For more information, please see: <http://www.cityofws.org/departments/community-assistance>

## Section I: Emergency Shelter Grant (ESG) Forms

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.

<b>Emergency Response Budget</b>	
<b>Activity</b>	<b>Budgeted Amount</b>
<b>Emergency Shelter</b>	
<b>Shelter- Essential Services</b>	
Case Management	\$ -
Child Care	\$ -
Education Services	\$ -
Employment Assistance	\$ -
Job Training	\$ -
Outpatient Health Services	\$ -
Transportation	\$ -
Legal Services	\$ -
Services to Special Population	\$ -
Overhead Costs (limited to 15% of total activity request)	\$ -
<b>Shelter Services Subtotal</b>	<b>\$ -</b>
<b>Shelter Operating Costs</b>	
Rent	\$ -
Shelter Security	\$ -
Fuel	\$ -
Equipment	\$ -
Insurance	\$ -
Utilities	\$ -

Food	\$ -
Furnishings (limited to less than \$500 per item)	\$ -
Supplies	\$ -
Overhead Costs (limited to 15% of total activity request)	\$ -
<b>Shelter Operating Costs Subtotal</b>	<b>\$ -</b>
<b>TOTAL</b>	



ESG Forms - Continued

<b>Housing Stabilization Budget</b>	
<b>Activity</b>	<b>Amount Budgeted</b>
<b>Prevention</b>	
<b>Rapid Re-Housing</b>	
<b>Rapid Re-Housing Financial Assistance</b>	
Rent Assistance	\$ -
Rental Application Fees	\$ -
Security Deposits	\$ -
Last Month's Rent	\$ -
Utility Deposits	\$ -
Utility Payments	\$ -
Moving Cost Assistance	\$ -
Overhead Costs (limited to 15% of total activity request)	\$ -
<b>RRH Financial Assistance Subtotal</b>	<b>\$ -</b>
<b>Rapid Re-Housing Services</b>	
Case Management	\$ -
Housing Search and Placement	\$ -
Mediation	\$ -
Legal Services	\$ -
Credit Repair	\$ -
Counseling	\$ -
Information and Referral	\$ -
Monitoring/Evaluation of Progress	\$ -
Overhead Costs (limited to 15% of total activity request)	\$ -
<b>RRH Services Subtotal</b>	<b>\$ -</b>

<b>TOTAL</b>	
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<b>HMIS/Data Collection Budget</b>		
<b>Activity</b>	<b>City ESG Request</b>	<b>State ESG Request</b>
<b>HMIS</b>		
Staff Costs	\$ -	
Equipment	\$ -	
User Fees	\$ -	
<b>HMIS Subtotal</b>	<b>\$ -</b>	
<b>TOTAL</b>		

APPENDIX C

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**SOAR**

***Program Participant Manual***

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### **Program Pledge**

As I live my life, I will view every challenge as an opportunity to: Set goals, Build character, Gain knowledge, Maintain balance, Demonstrate perseverance, Broaden my perspective, and Invest in my community. Through this process, I am being transformed into a Self-sufficient, contributing member of society!

### **Our Commitment to Our Participants**

Staff will seek to create a non-traditional learning and workplace environment where participants are empowered to make informed decisions, maximize their potential, become economically self-sufficient and acquire skills that they can use to help the community. If a participant should have any questions or concerns, please feel free to discuss them with any Staff member.

### **Commitment to You**

Full participation is an integral part of the process. High levels of cooperation, interest, attitude, and aptitude will result in receiving the full benefits of the program.

### **General Program Expectations**

Succeeding means committing and dedicating energy, effort, and time into the program. We expect only the **BEST**. All Participants **MUST** agree to:

- ❖ Participate fully in all aspects of the program.
- ❖ Arrive and leave at the scheduled time.
- ❖ Attend every day physically and mentally prepared to work.
- ❖ Bring the appropriate tools and equipment
- ❖ Wear uniform, work shoes/boots, and appropriate clothing at all times
- ❖ Express an attitude and a spirit of **RESPECT** and **COOPERATION** towards peers, Staff, participants and partners.
- ❖ Develop good work habits.
- ❖ Complete assigned benchmarks/assignments by a specific deadline. Participants that do not complete the assigned benchmarks by the deadline may receive disciplinary action.

***Remember that your actions are not only a reflection of you but also a reflection of the City of Winston-Salem.***

### **Medical Conditions and Fitness for Duty**

The job description, which is available from the Program Assistant, contains the physical tasks and environmental components of the position. Any participant who has a physical or medical condition that impacts the participant's ability to perform the tasks required of a program participant, must report this situation to the Program Manager immediately. Protected health information should not be shared. However, the participant may be required to establish his or her fitness for duty based upon a treating physician's statement or certification. If a participant seeks a workplace accommodation, then the participant must provide all necessary documentation to support such a request. Workplace accommodations *may* be provided, if doing so does not present an undue hardship for the city.

### **Program Schedule**

Your schedule will be given to you the first day of employment. All participants are expected to attend personal development classes on Fridays at Belview Recreation Center (2800 Burgandy St) from 8:30 to 12:30. Participants are expected to be present and on-time to these activities as well. Advance notice will be given for any evenings or Saturday events to ensure time to make necessary arrangements to participate.

### **Participant Compensation**

Participants are paid at the minimum wage for City Employees as set by the City of Winston-Salem. This is a temporary employment training program in which participants are paid a flat rate for temporary laborers. This program will start on June 4, 2018 and end December 7, 2018. The current City rate is \$11.25 an hour. Participants can only be paid for actual hours worked. There is no provision for pay when a participant is not working at their designated worksite. In addition, there is not a provision allowing pay for being "written out of work." If you show up, but do not participate, you cannot be paid. For additional information on pay rates, please contact the Program Manager.

### **Holiday/Training Schedule**

The City of Winston-Salem observes several holidays in addition to scheduled closures for Staff training. The following are projected closures due to City of Winston-Salem observed holidays. These days are unpaid for participants.

New Year's Day

Martin Luther King, Jr. Day

Good Friday

Memorial Day

Independence Day

Labor Day

Thanksgiving Day

Day after Thanksgiving

Christmas Day

### **Attendance Policy**

One of the main goals of the program is to prepare participants for the workforce. ***All participants are expected to be present and on-time to ALL program activities.*** Participants will not be granted vacation/sick leave or FMLA due to their part-time, non-benefitted status.

Absences that may be excused include: illness, death of an immediate family member, court appearance for a previous charge, and Department of Social Service's appointments. Immediate family members will include the following: employee's father, mother, husband, wife, son, daughter, brother, sister, grandfather, grandmother, grandchild, father-in-law, mother-in-law, or parental guardian. Scheduled appointments do not require a participant to be absent the entire day. In order for the Program Manager to consider the absence as excused, the participant must provide appropriate documentation to verify that the absence required immediate attention. Examples of accepted documentation include a doctor's note, court summons/subpoena, obituary, or letter for Department of Social Services. Participants may be allowed up to three excused absences. Excessive excused absences (more than three), may result in disciplinary action. If



documentation is not provide and/or the Program Manager does not excuse the absence, the absence will be labeled as unexcused. Discipline for unexcused absences is as follows:

<i><b>Unexcused Absence</b></i>	<i><b>Consequence</b></i>
<b>1</b>	Written Warning
<b>2</b>	Suspension
<b>3</b>	Termination

In rare occasions when participants must be absent, participants must notify the Program Assistant and their direct SOAR Supervisor one day prior to the day of absence. If the participant experiences an unforeseen emergency and cannot provide a day’s notice, the participant must notify the Program Assistant and their direct SOAR Supervisor one hour before the start of the shift. If no one answers, participant must leave a message. If participant does not receive a call back within two hours, the participant should call the Program Manager. Participants **MUST** continue to call until contact is made with a staff member. A list of staff members and their telephone numbers are listed near the end of this manual. There are no exceptions to this policy. No call/no show, which is different from an unexcused absence, is considered job abandonment. The first no call/no show may result in suspension; while the second no call/no show may lead to termination. Participants must call in **THEMSELVES** to report **ALL** absences. If the participant cannot immediately call, their emergency contact listed on their application can notify staff.

All instances of prolonged absence, regardless of whether an excuse is provided, will be reviewed by staff on a case by case basis to determine whether a participant may continue program participation. (Example: Missing more than 3 days in one week). Whenever there is some discrepancy regarding how an absence will be treated, please consult with the Program Manager for clarification.

#### **Late Arrivals**

It is expected that all participants are present and on time each day. Below are the consequences for tardiness:

<b>Tardy</b>	<b>Consequences</b>	<b>Absences</b>
1	Verbal Warning	

2	Written Warning	
3	Meeting w/Program Manager	1

***3 Unexcused Tardies = 1 Absence***

**Early Departures**

Once a day begins, participants are expected to complete the workday. Two (2) half or partial day absences count as one (1) full day absence. Emergencies will be dealt with on a case by case basis. Participant must notify supervisor before leaving the worksite. Failure to notify supervisor before leaving the worksite may lead to disciplinary action.

**Visitors**

From time to time we may have people wanting to visit the program during our various activities. They will be allowed to do so when the staff in charge determines that it is appropriate and will not disrupt the program’s daily operations. Such visitors may simply watch or they may be invited by the supervising staff to participate in the activities. All participants must cooperate and represent the program so that it may be perceived in a positive light. Non-Professional visitors (friends, girlfriends, boyfriends, etc.) are NOT permitted on any activity site.

**Telephone Usage**

The use of cell phones during the program day is prohibited, except during personal time—

**BEFORE AND AFTER PROGRAM ACTIVITIES, BREAKS AND LUNCH ONLY!!!!** At other times they should be turned off and stored while the participant is engaged in learning or work activities. Phones that are brought into the building will be collected and given back only during breaks. Participants that refuse or becomes confrontational will be dismissed from class and counted as absent without pay for the hours they are away from the program. Any participant caught/appearing to be using a cell phone by means of making or receiving calls, calculating, texting or playing games, will be given an infraction. Participants should give their families the Admin Assistant’s number for emergency purposes.



**Usage of iPod, MP3, CD/DVD Players, Headphones, etc.**

These items cause a distraction in the classroom and work environment. They are **PROHIBITED** in the classroom and on the work/construction site. Such devices may be used during breaks **ONLY**—outside the classroom setting.

A job site radio may be played on the worksite at the discretion and under the direction of the Supervisor. However, no music may be played that contains profanity or offensive language. Consideration must be given to all persons who might hear such music in order for the program to be perceived in a positive manner.

### **Books, Tools and Other Supplies/Equipment**

Participants will be issued various books, tools, and materials on a daily basis, to complete classroom assignments. All tools must be signed in and out by the Supervisor. All materials should be used with care and not written in or damaged in any way. All materials must be returned by the end of the day. Replacement of any item lost or damaged will be the responsibility of the participant to whom the materials were issued.

### **Policy on the Use of Alcohol or Drugs**

***Safety is always our first concern.*** As participants, you will use power tools, climb ladders, and participate in other tasks which require that you be extremely alert and observant to keep your teammates and yourself safe at all times. The City's Drug Free Workplace Policy applies while you are participating in this program. ***Drug and alcohol use is strictly prohibited.*** An employee will be required to submit to a drug and/or alcohol test when there is reasonable suspicion that an employee has consumed or is under the influence of drugs and/or alcohol while at work. Reasonable suspicion means an expressible belief on specific objective facts and rational inferences drawn from those facts that an employee has consumed or is under the influence of illegal drugs or alcohol while at work. A positive drug screen will be handled according to City of Winston-Salem guidelines and can be grounds for immediate termination from the program. Participants who test positive for drug/alcohol use will also be disallowed from future consideration to participate with the program.

### **Policy on Dress**

Participants should dress appropriately for class, field trips, and the worksite. Any oversized clothing that would create or contribute to a less than safe or efficient work environment is

prohibited. Any clothing carrying divisive messages or images, advertisements for alcoholic beverages or tobacco products, or that promotes illegal drug use is **unacceptable**. Furthermore, Gang-type/street uniform dress, insignias, writing, slang, or graffiti are not allowed. Finally, clothing that in any way gives emphasis to body parts such as the buttocks, groin, or breasts is unacceptable. Anyone in violation will receive an infraction and be dismissed from the class and/or worksite that day without pay. Unless special permission is given by the Supervisor or Program Manager, the Dress code for either gender is as follows:

**Pants:**

- **NO SAGGING PANTS ARE ALLOWED!** Pants must be worn on your natural waist line.
- No shorts
- No ripped pants

**Shirts:**

- No halter, sheer, or other revealing tops;
- No spaghetti straps, tank tops (male & female), sleeveless undershirts
- No ripped T-shirts

**Shoes:**

- No house shoes/slippers/flip flops;
- Only closed toe shoes are permitted
- No high heels permitted other than field trips

**Hats/Headgear:**

- No non-work related headgear on the worksite
- No hooded sweatshirts

**Jewelry:**

- No dangling jewelry (big earrings, necklaces, lanyards, keys)
- **NO GOLD TEETH (“GRILLS”)**
- One ring per hand

**Hair-dos/Fingernails:**

- No hanging hair

- Long hair styles **MUST** be pulled back or pinned up
- No long finger nails (must be cut down low)

### **Code of Conduct**

***Participants are expected to follow ALL rules while participating in the program.*** Violation of these rules will be dealt with swiftly and appropriately. For your convenience, infractions have been divided into two categories according to its severity. Those identified as serious infractions have the potential to cause immediate harm to self, others, and the program and **WILL NOT** be tolerated.

### **Group I - Infractions**

- Failure to complete classroom and construction-based benchmarks/assignments by a specific deadline
- Smoking in a non-designated area
- Public displays of affection (kissing, sitting on someone's lap, hugging, holding hands, etc.)
- Profanity

### **Group II - Serious Infractions**

- Sexual Harassment
- Dangerous or Careless Behavior
- Physical (Fighting), Verbal, or Emotional Abuse or Threats of Violence
- Possession/Use of Weapons, Drug Paraphernalia, Pornographic Materials, Alcohol/Illegal Drugs, or Coming to Work or School Drunk or High
- Destroying Property
- Stealing
- Sale of Narcotics
- Lying
- Severely Bad Attitude/Disruptive Behavior
- Conviction for misdemeanor or felony offenses (to include new charge or same offense)
- Disrespect to staff

Repeated violation of the same infraction **MAY** result in dismissal from the program. Violation of a Serious Infraction **MAY** result in immediate dismissal from the program.

### **Description of Infractions**

## Group I Infractions

- Failure to complete benchmarks/assignments by a specific deadline
  - Participants will be assigned benchmarks/assignments which must be completed by a specific deadline. Participants that do not complete the assigned benchmarks are not considered making satisfactory progress and will receive disciplinary action.

### Smoking

- Smoking is a fire and health hazard. **Smoking is PROHIBITED** in ALL classroom sites, vehicles, and on the work site. This includes vapes, e-cigarettes, etc. Please refer to City's Tobacco Free Workplace Policy for additional information.
- Participants can smoke in designated areas during break times only. Participants must remain in the designated smoking area while smoking, properly extinguish cigarettes, and place all trash in the trashcan.

### Public Displays of Affection

- Staff encourages a comfortable and professional work environment for all staff and trainers. Therefore, holding hands, kissing and other public displays of affection will be subject to discipline at the discretion of the Program Coordinator.
- To maintain a healthy and productive work environment, Staff discourages dating among participants.

## Group II Infractions

### Sexual Harassment

- Pursuant to the guidelines on sex discrimination or harassment, issued by the Equal Employment Opportunity Commission, the City of Winston-Salem endorses the following policy:
  - It is illegal and against the policies of the City of Winston-Salem for any employee, male or female, to sexually harass another employee. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly, a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such an individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

### Dangerous or Careless Behavior

- Dangerous or careless behavior ranges from blatant misuse of equipment and tools, to reckless behavior on the worksite or in the classroom. Such behaviors will not be tolerated and may result in immediate dismissal from the site or the classroom.

### Physical, Verbal, or Emotional Abuse or Threats of Violence

- Staff will not tolerate violence or abuse in any form. Anyone engaging in such behavior will immediately be placed on unpaid status for five days or dismissed from the program.

#### Possession of Weapons, Drug Paraphernalia, or Pornographic Materials

- These items are prohibited from the classroom and worksites. Those caught with these items may be dismissed from the program.

#### Possession of Alcohol/Illegal Drugs or Coming to Work or School Drunk or High

- Possession or consumption of alcohol and/or illegal drugs during activities is PROHIBITED. Any participant found in possession of or consuming drugs or alcohol will be automatically terminated from the program.

#### Destroying Property

- Participants will be held financially accountable for destruction of any property occurring as a result of negligence and/or intent.

#### Stealing

- *Stealing is not permitted in the Program.* Anyone caught stealing or suspected of stealing must return or replace the property. Continuation in the program depends upon the Program Coordinator's investigation, the participant's level and willingness to be honest in resolving the issue. This incident may be reported to WSPD.

#### Selling Narcotics

- *Drug dealing will not be permitted by anyone participating in the program.* Anyone caught or strongly suspected of dealing drugs will be dismissed from the program, reported and prosecuted. Staff enforces and is a drug-free workplace (employment and training program).

#### Lying (and/Stealing)

- Lying or creating negative rumors creates an atmosphere of mistrust, particularly when people are not courageous enough to be honest or sensitive to the feelings of others. People who demonstrate a lack of honesty and sensitivity may be dismissed from the program.

#### Severely Bad Attitude/Disruptive Behavior

- Include (but not limited to): not following directions, preventing others from learning, excessive lateness, disrespecting others, unreliable, lazy/sleeping, argumentative constantly, undermining your supervisors and/or teachers

***Non-participation is not an option!***

#### Consequences

##### Group I Infractions

1. Verbal Warning
2. Written Warning
3. Visit to Program Manager
4. Sent Home Without Pay for a designated period, or attend an Intervention Meeting
5. Visit to Department Director (at this time the Department Director will determine next

steps)

### **Group II Serious Infractions**

- 1. Written Warning or Dismissal** (in some instances immediate termination may be the consequence)
- 2. Sent to Program Manager**
- 3. Sent Home Without Pay for a designated period or attend an Intervention Meeting**
- 4. Visit to Department Director**

### **Equal Opportunity Policy**

Employment practices in City government shall at all times adhere to the spirit and letter of federal, state and local laws, rules and regulations promulgated; thereunder, guaranteeing equal employment opportunities and promoting fairness in compensation to all persons without regard to and prohibiting discrimination or harassment on the basis of race, creed, color, sex, pregnancy, sexual orientation, age, religion, political affiliation or beliefs, national origin or handicap, unless a bona fide occupational qualification exists.

All persons will receive impartial consideration for initial employment and promotion; will possess equal standing and security as City employees; and will have equal opportunity to receive training, develop skills, and opportunities to advance. Such opportunities shall be limited only by the individual's abilities and the requirements of the workforce.

All activities, facilities, services and training operated, sponsored or participated in by the City shall be available to employees without any segregation or discrimination based on race, creed, color, sex, sexual orientation, age, pregnancy, religion, political affiliation or beliefs, national origin or handicap, unless a bona fide occupational qualification exists.

Individuals who believe they have been subject to discrimination or harassment shall be entitled, as a matter of right, to use any and all existing grievance procedures outlined in Section V of the Employee Handbook. Such complaints may be filed with the City's Human Resources Director or his/her designee. All complaints of discrimination or harassment will be investigated promptly in accordance with the grievance procedure and kept confidential to the extent possible and in accordance with all applicable laws.



### ***Program Staff***

<b><i>Name</i></b>	<b><i>Title</i></b>	<b><i>Phone Number</i></b>
<b><i>Troy Sneed</i></b>	<b><i>Program Assistant</i></b>	<b><i>336-306-4320 (cell)</i></b>
<b><i>Faith Bartlett</i></b>	<b><i>Program Manager</i></b>	<b><i>336-403-4291 (cell)</i></b>
<b><i>Regina Ford Hall</i></b>	<b><i>Auxiliary Programs Coordinator</i></b>	<b><i>336-734-1238 (office)</i></b> <b><i>336-407-1651 (cell)</i></b>

## **Handbook Acknowledgement Form**

*My signature below verifies that:*

- *I have received a copy of the Program handbook.*
- *I understand the rules, regulations, consequences, and expectations of the Program.*
- *I will abide by the rules while participating in the program.*
- *I understand that this is a temporary training program that will **end December 7, 2018.***

\_\_\_\_\_

***Participant***

\_\_\_\_\_

***Date***

\_\_\_\_\_

***Program Manager***

\_\_\_\_\_

***Date***

## APPENDIX D

### SOAR's Mentoring Program

#### Program Description:



The *Successful Outcomes After Release Program* (SOAR) is designed to provide gainful employment to former offenders that meet program guidelines while supplementing the city's existing workforce in areas of critical need.

#### Mentoring Program:

The goal of the Mentor-Mentee program is to provide mentees with opportunities to receive encouragement, ignite motivation, access networking opportunities, receive input on employability skills, and develop a plan to achieve future career goals.

Both the mentor and the mentee have a responsibility to create a committed, mutually beneficial relationship. To further this relationship, the mentee should ask questions, seek relevant information and utilize the connections that are provided.

During the program, the mentee is expected to participate in the mentoring relationship by setting personal goals and asking pertinent questions related to his/her goals and aspirations. The mentor may respond by sharing their experiences, challenging assumptions, and providing further insight.

Ultimately, the success of the program will depend on the relationship developed between the mentor and the mentee. Their ability to establish a relationship based on trust and respect, will determine what each person gets from the process.

#### Job Description: SOAR Mentor

The goal of the Mentor-Mentee program is to further the careers of the mentees. The mentor is responsible for attending all scheduled Mentor/Mentee Lunches, as well as, maintaining contact at least once a week with the mentee.

## Mentor Application

**Name:**

**Job Title:**

**Department:**

**Immediate Supervisor's Name and Phone Number:**

**Can you commit to: YES/NO (circle)**

- creating a mutually beneficial relationship based on trust and respect
- sharing your life experiences with a mentee in order to motivate and inspire
- helping mentee create goals for the year
- maintaining contact at least once a week with the mentee.
- attending all scheduled Mentor/Mentee Lunches. Please see schedule below

<b>Date:</b>	<b>Time:</b>	<b>Title:</b>
June 29, 2018	11:30am-12:30pm	Speed Mentoring
Aug. 3; Sept. 28; Oct. 26; Nov. 30, 2018	11:30pm – 12:30pm	Mentor/Mentee Lunch
December 7, 2018	TBA	Graduation

**Why are you interested in mentoring?**

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## Mentee Application

**Name:**

**Can you commit to: YES/NO (circle)**

- participating fully in the process
- creating a mutually beneficial relationship based on trust and respect
- taking advantage of the opportunities offered to you
- creating professional career goals with the assistance of your mentor
- discussing issues relating to the workplace and employability
- being motivated and inspired by your mentor's experiences and achievements

**Why are you interested in working with a Mentor?**

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## MENTOR'S NOTES

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Mentor's Name: \_\_\_\_\_ Mentee's Name: \_\_\_\_\_ Total Hours: \_\_\_\_\_

Date	How many Hours?	Activity

**What have the successes/challenges been for this month?**

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**Additional comments:**

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**Mentor's Signature/Date:**

**Please return this form by the last day of the month. THANK YOU FOR YOUR TIME**

## **Activity 1: Goal-Setting**

This activity is a great way for mentors and mentees to reach a common understanding about what they want and expect from the mentoring relationship.

**What do we want to accomplish together? What will we do to accomplish this goal together?**

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**I will do my best to complete the terms of this agreement.**

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Mentor's Signature and Date:

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Mentee's Signature and Date:

## **Activity Two – Creating a Journal**

Mentors and Mentees can use this sheet to monitor their progress.

Mentee

Mentor:

Goals I Have Achieved This Week:	Goals I Have Achieved This Week:
Goals for Next Week:	Goals for Next Week:
Things I Need to Work On:	Things I Need to Work On: