

DOGWOOD HEALTH FOUNDATION IMMEDIATE NEEDS GRANT

SEP 30 2021

Description of Current Need/Project:

The Waynesville Community provides two shelters for the homeless. Each offers two meals per day, shower facilities and a total of 90 beds. The local community treats many of the symptoms of homelessness such as substance abuse and mental health issues as diseases and does not seek to incarcerate individuals unless they have committed a violent crime.

Waynesville's compassionate approach to dealing with homeless individuals has created a destination for both regional and interstate homeless population that far exceeds the Community's ability to house and feed them. The shelters do not permit drug use or violent behavior so many homeless individuals find themselves on the street with no money, no place to stay and nothing to eat. They resort to shoplifting and petty theft for food, tents and money. The businesses that reside between the two shelters are constantly victimized by homeless individuals that have been refused service by the shelters.

The result of these behaviors is a community that is divided into two camps, the group that views the homeless as a group of society's victims in need of support and the group that views the homeless as petty thieves that shoot up drugs and threaten the Town's citizens.

At this juncture the Town needs to develop a process that will bring both groups together to develop a strategy to handle the influx of homeless individuals. No one in the community has the training and experience to lead the discussion, provide their expertise and help develop a community wide strategy that includes all stakeholders. We believe that a grant from the Dogwood Health Foundation would provide the funds to engage such an expert. The Town would match the Foundation's grant dollar for dollar in order to provide \$50,000 to attract a qualified consultant.

Does your organization serve diverse communities? If So, which ones.

Waynesville is unlike many southern municipalities in that it has a racial breakdown of 92% White, 4.4% Hispanic and 2.7% Black. The Town's most telling diversity is that of income. Waynesville is made up of a wealthy, retired group that reside along the mountain ridges, a group that own businesses and a group that is under employed residing in substandard dwellings and prone to substance abuse. The Town had a thriving industrial sector in Hazelwood into the sixties. Like many other rural communities every industry but two has closed. The Town's median household income is \$34,602 and per capita income is \$25,072. Many of retired mill workers have very little retirement income and their children cannot find jobs that pay a living wage. Another element of income disparity is Waynesville's housing shortage. Affordable housing is being purchased by part time owners and Air BNB speculators. The lack of well-paying jobs, affordable housing and the proliferation of cheap drugs is forcing many people to drug addiction and homelessness. As the numbers of homeless increase, the business owners are demanding that the Town keep them away from the Town's retail areas. The friction between the retail and tourist-based businesses and homeless community increased to the point that the issue became the leading political issue in November's local election. The challenge facing the Town is to develop a line of communication between the wealthy, business and homeless residents. The process would serve to bridge the economic diversity in the Waynesville Community. The reason for our request is to engage an individual with the experience and skill base to bring these competing economic groups together to develop a community strategy to combat the income gap within the Waynesville community.

How does your organization embrace diversity?

Waynesville is unique among NC Towns. It has a history of accepting newcomers with different political views and personal lifestyles. Its residents vary from wealthy retirees from Florida to "Sovereign Citizens" who don't recognize the legitimacy of the US government. It is a challenge to provide a customer focused,

small town, level of service to citizens that are angry that we are not a carbon copy of Palm Beach or that citizens must obey State and local laws. The Town provides one of the largest recreation programs in western NC. It prices its recreational amenities so that citizens at all income levels may participate. The Town runs a summer camp program that provides affordable summer recreation programs to help families with summer day care. It provides financial support to numerous nonprofits that provide a range of services to Haywood County residents. Waynesville supports REACH, a domestic violence organization, the Open Door, an organization that feeds and shelters the homeless citizens of Waynesville, the Pigeon Street Community Center that provides services to the neighborhoods where many of Waynesville's Black and Hispanic residents reside and Mountain Projects which provides affordable housing and other social services to lower income residents of our community. The Town Board reflects the diverse nature of our community. It's five-member board is comprised of both Republicans and Democrats, an openly gay member and a female Mayor Pro Tempore. The Town Board is extremely sensitive to the needs of all racial and income classes within the Town.

Tell us what equity means to your organization and how it influences the work of your organization?

It's the policy of the Town of Waynesville to treat everyone with dignity and compassion regardless of income, race or social status. Our Police purchase food for elderly folks when they answer a call and realize that the couple cannot afford groceries. As we move through the workday our employees are alert to social conditions in the community and frequently contact non profit groups and social services when they encounter families in distress. The Police frequently purchase groceries for elderly citizens after they answer a call at the residence and discover the residents don't have food in the house. Waynesville serves the wealthy residents on the mountain ridges and work to accommodate their service challenges that result from steep, narrow access roads and frequent power outages. We recognize that our topography and weather create anxiety for our elderly residents and the Town provides personal visits during inclement weather, especially when the power is out.

Will this grant help you address any equities and disparities? If so, which one?

The issue of how a Town of 10,000 residents deals with a growing population of homeless residents is splitting the community. The community sponsors two homeless shelters which were created to help residents of Haywood County that find themselves without habitation. Many are victims of rampant drug addiction, some have psychological issues, and some may have simply been kicked out of their parent's homes when they reach eighteen. The escalating homeless population is being caused by the popularity of our current homeless shelters and the law enforcement communities' recognition that homelessness is not a crime. Waynesville is receiving an influx of non-local homeless persons from all the western counties and other States such as Arizona, California, Alaska, Utah, and Georgia. Our inability to handle large numbers of homeless residents is driving them to break into business and residences to squat and steal items that they can sell for cash. The social dilemma that we face in Waynesville is a split in the community between citizens that wish to help the homeless in any way possible and the group that are the victims of the chronic shoplifting, robberies and begging. During a candidate forum the two groups squared off and after two hours of debate it became clear that Waynesville needs to hire a consultant that can provide expertise in strategies for dealing with community homelessness as well as skills in consensus building. With no one at the table that has a background in homelessness the Town sponsored "Committee on Homelessness with flounder.

SEP 30 2021

From: [Dogwood Health Trust ION Grants](#)
To: [Rob Hites](#)
Subject: ION Grant Decision
Date: Sunday, February 23, 2020 9:07:53 PM

Town of Waynesville
16 South Main Street
Post Office Box 100
Waynesville, North Carolina 28786

Dear Robert,

On behalf of Dogwood Health Trust, thank you for the time and work you put into completing and submitting your application, Waynesville Taskforce on Homelessness, for our Immediate Opportunities and Needs grants. We made an effort to minimize the demands of the application process, but know that every moment you spent on it was time not spent on other important aspects of your organization.

Our board has completed the review of your grant application in accordance with established policies and procedures set forth by Dogwood Health Trust. We regret to inform you that we are unable to fund your request at this time. Please know that this is not a reflection on the work of your organization, but instead reflects the overwhelming number of requests we received from around the region.

Although we were unable to provide funding at this time, we will offer additional funding opportunities in the future, and will continue to communicate our Foundation's focus areas, funding priorities, and grant cycles on an ongoing basis through our website, our e-newsletter, and other communication channels. You may also wish to explore support from our Leverage Fund, which matches area organizations with experienced grant writers to pursue state or national opportunities of \$100,000 or more.

In the meantime, we would appreciate your feedback on our grantmaking process through a short (2-question) survey: <https://www.surveymonkey.com/r/L6DTXMQ>. This is completely optional and anonymous and will not affect future grant applications.

Sincerely,
Leah Jones-Marcus
Team Lead, ION Grants

If needed, please schedule a 10 minute meeting with me to discuss your application:
<https://app.acuityscheduling.com/schedule.php?owner=19117279>

SEP 30 2021

**HAYWOOD COUNTY
NORTH CAROLINA
AGREEMENT FOR EMPLOYMENT AS HOMELESSNESS TASKFORCE
PROGRAM DIRECTOR**

THIS AGREEMENT for engaging a Taskforce on Homelessness Program Director (hereinafter "Agreement") is made and entered into effective as of this the 28 day of July, 2020 by and between the Town of Waynesville, North Carolina (hereinafter "Town") and Amy Murphy-Nugen, (hereinafter "Director"), to establish and set forth the terms and conditions of an agreement to serve as the Director of the Taskforce on Homelessness Project.

WITNESSETH:

WHEREAS, the Board of Aldermen and Director believe it is important to thoughtfully develop guidelines that will be consistent with the Board's goal to develop a community- based approach to homelessness in Waynesville. To seek public, nonprofit and private resources to aid the homelessness and organize a "Continuum of Care" organization for the community; and

WHEREAS, the Town desires to engage the services of the Amy Murphy-Nugen as Director of the Taskforce on Homelessness, pursuant to the terms, conditions and provisions of this Agreement;

NOW, THEREFORE, The Director and Town, agree to the terms and stipulations of this agreement as set out in **Section 1**.

Section 1. Duties.

The Town hereby contracts with Amy Murphy-Nugen to serve as Taskforce on Homelessness Director to perform the duties and functions as follows, as well as those that the Board may assign from time to time, consistent with the intent of this Agreement.

Serve as staff for the Taskforce on Homelessness.

Conduct a series of Taskforce meetings to receive information on Waynesville's Homelessness issues.

Determine the resources that are available to the community to combat Homelessness.

Introduce the Taskforce to organizational models for serving homeless individuals.

Introduce Taskforce to Federal guidelines tied to funding a homelessness effort in Waynesville/Haywood County. (ex. Continuum of Care Organizations, Low Barrier vs High Barrier Shelters).

Develop with Taskforce a conceptual model for an organization that would qualify for HUD, VA and NC funding.

Develop with the Taskforce a set of recommendations to present to the Board of Aldermen that would serve as a roadmap to follow as the community moves forward with a program for a Homelessness Organization in Waynesville/Haywood County.

Section 2. Compensation.

Town agrees to pay the Director One Hundred (\$100) dollars per hour, with a total not to exceed \$49,000 payable per page 5 of the attached proposal.

Section 3. Automobile, Lodging, Meals, Supplies

The Director will be reimbursed for any necessary and reasonable lodging expenses and meals as per page 5 of the proposal (attached).

Additionally, the Town will provide pens, paper, nametags, printing, notepads, binders and data storage devices to adequately supply the Taskforce.

With the prior permission of the Town Manager, the Director may compensate guest speakers or their time, travel, meals and lodging necessary to attend the meeting.

IN WITNESS WHEREOF, the Town and the Director have executed this Agreement effective as of the date first written above.

SIGNED: _____
Amy Murphy-Nugen, Consultant

DATE: _____

Gary Caldwell, Mayor

DATE: _____

TOWN OF WAYNESVILLE TASK FORCE ON HOMELESSNESS

Proposal Prepared By:
Amy Murphy-Nugen, MSW, PhD
Ph: 828.702.2099
Email: abmurphynugen@wcu.edu

July 2020

Description of the Scope of Services to be Provided

Task Force Facilitation and Community Plan

The consultant will regularly convene the Town of Waynesville's Task Force on Homelessness and facilitate the planning process for a Community Plan. Planning activities will culminate in the development of a set of recommendations to present to the Board of Aldermen. Proposed activities include the following components:

Planning Process

Capturing the voice of Waynesville's citizenry is a critical component of the data-collection and planning process. The consultant recognizes the strengths and wisdom in the residents of Waynesville; the goal is to combine those assets with the consultant's technical skills of facilitating an inclusive and meaningful process and plan. Further, the consultant acknowledges the continuum of needs and opportunities that exist in our community—which spans a shared vision of improving the quality of life of our neighbors who are experiencing homelessness and strengthening our collective response to homelessness and its community impacts.

The consultant is proposing two options for convening public forums (see proposed budgets for full scope of work and amended scope of work). Public forums will follow a nominal group technique¹ that provides space for individual input and group discussion. Additional citizen input will be sought through individual interviews with key stakeholders using a variety of methods and approaches—including appreciative inquiry² and focus groups.

Another critical component of the planning process will be to facilitate regular meetings with members of the Task Force on Homelessness. These key stakeholders represent our neighbors, individuals who have experienced homelessness, local government, social service agencies and providers, law enforcement, business owners/employers and other individuals representing core services and industries in Waynesville. Members of the Task Force will provide oversight in developing the community plan. They will be called upon to provide direction, approval and input at critical junctures during the data collection and planning process. It is expected that each Member will also serve on at least one work group in which data will be collected and actions undertaken in fulfillment of the Task Force's charge.

In developing a shared vision to address homelessness, Waynesville's stakeholders will be asked to consider several possibilities—some of the outcomes may be equally attractive, but also represent competing goals or require use of the same limited resources. The consultant, in collaboration with Members of the Task Force and other community stakeholders, will conduct

¹ U.S. Department of Health and Human Services, Centers for Disease Control and Prevention. (2018). *Gaining consensus among stakeholders through the nominal group technique*. Retrieved from <https://www.cdc.gov/HealthyYouth/evaluation/pdf/brief7.pdf>

² Cooperrider, D. (2012). *What is appreciative inquiry?* Retrieved from <https://www.davidcooperrider.com/ai-process/>

a community assessment that will help inform these tough decisions. The assessment will include key social and economic data, physical assets and limitations, market conditions, and available funding and other relevant resources.

This information will be presented to Waynesville's residents during the public forums, which will help them to identify a shared vision with more specificity. For example, by reviewing basic demographic data, Waynesville's stakeholders should be able to better identify where resources should be targeted.

The consultant will then work with the Task Force on Homelessness to develop an action plan of recommendations that will be presented to the Board of Aldermen. The action plan will detail recommended goals, tasks, timelines, and responsible parties. The plan will outline a long-term vision Waynesville has for addressing homelessness in our community. Short-term strategies and action items will identify the steps needed for addressing immediate opportunities.

Community Planning Document

The action plan will not only provide a road map, but will also discuss the public participation process, key social and economic demographics, and significant assets of the community.

It is anticipated the final planning document will include the following sections:

- Executive Summary
- Planning Process
- Community Assessment
 - Social and economic demographics
 - Existing neighborhood assets
 - Findings from public forums and key stakeholder interviews
- Action Plan
 - Recommended goals, strategies, and action items

Appendix A. Proposed Options for Scope of Work and Budget

Please note, there are two options for the proposed scope of work. The full scope of work (option A) reflects deeper engagement with the community. The amended scope of work (option B) represents a modified engagement with the community.

Should unexpected circumstances arise that it would require significantly more time (e.g. any possible delays due to COVID-19); the consultant will discuss this matter with the Town of Waynesville as soon as possible to explain the effect on the proposed fees.

TOW-TFH Murphy-Nugen

Option A: Proposed Full Scope of Work and Budget

Planning Activities	Unit	Rate	TOTAL*	Narrative
A. Facilitate Task Force on Homelessness	96	\$100.00	\$9,600.00	24 2-hr. meetings + 2-hrs. prep & review time for each meeting
B. Facilitate Task Force on Homelessness w/ Working Groups	152	\$100.00	\$15,200.00	12 2-hr. meetings with 5 work groups (120 hrs. total) + 1 hrs. of prep and review time for each meeting (12 hrs. total) + 20 hrs. of general communication through phone, email, or in-person meetings
C. Meetings w/ Local Service Providers, Businesses, Other Stakeholders	36	\$100.00	\$3,600.00	3 1 hr. meetings each month for 12 months
D. Needs and Opportunity Assessment	100	\$100.00	\$10,000.00	100 hrs. data design, data collection
E. Initial Neighborhood Visioning Meeting	14	\$100.00	\$1,400.00	2 3-hr visioning meetings + 8-hr prep & review time for visioning process
F. Facilitate Planning Sessions with Larger Community	26	\$100.00	\$2,600.00	3 2-hr community meetings + 20-hr prep & review time for sessions
G. Draft Community Plan Document	50	\$100.00	\$5,000.00	50 hrs. devoted to drafting and revising a community planning document in accordance with guidelines and standards established by TOW & in consultation with TF members
H. Facilitate Neighborhood Presentation	16	\$100.00	\$1,600.00	3 2-hr. community meetings + 10-hr prep & revision time
I. Travel Expense	500	\$0.575	\$287.50	500 miles of travel @ .575/mile
J. Materials	9	\$200.00	\$1,800.00	\$200 of supplies each month for 9 months
K. Administrative and Programmatic Logistics	24	\$100.00	\$2,400.00	2 hrs of logistics/ administration each month over 12-month period
L. Total Estimated Costs			\$53,487.50	

*Consultant reduced rate of \$100

TOW-THF Murphy-Nugen

Option B: Proposed Amended Scope of Work and Budget

Planning Activities	Unit	Rate	TOTAL*	Narrative
A. Facilitate Task Force on Homelessness	60	\$100.00	\$6,000.00	6, 2-hr. meetings + 2-hrs. prep & review time for each meeting for 3 months (total of 24 hours); & 1, 2-hr. meetings + 2 hrs. prep & review time for each meeting for 9 months (total of 36 hours)
B. Facilitate Task Force on Homelessness w/ Working Groups	60	\$100.00	\$6,000.00	1-hour of general communication through phone, email, or in-person meetings with 5 work groups for 12 months (total of 60 hours)
C. Meetings w/ Local Service Providers, Businesses, Other Stakeholders	27	\$100.00	\$2,700.00	3, 1 hr. meetings each month for 9 months
D. Needs and Opportunity Assessment	60	\$100.00	\$6,000.00	60 hrs. data design, data collection
E. Initial Neighborhood Visioning Meeting	11	\$100.00	\$1,100.00	1, 3-hr visioning meeting + 8-hr prep & review time for visioning process
F. Facilitate Planning Sessions with Larger Community	12	\$100.00	\$1,200.00	2 2-hr community meetings + 8-hr prep & review time for sessions
G. Draft Community Plan Document	50	\$100.00	\$5,000.00	50 hrs. devoted to drafting and revising a community planning document in accordance with guidelines and standards established by TOW & in consultation with TF members
H. Facilitate Neighborhood Presentation	10	\$100.00	\$1,000.00	1, 2-hr community meeting + 8-hr prep & revision time
I. Travel Expense	500	\$0.575	\$287.50	500 miles of travel @ .575/mile
J. Materials	9	\$200.00	\$1,800.00	\$200 of supplies each month for 9 months
K. Administrative and Programmatic Logistics	12	\$100.00	\$1,200.00	1 hr of logistics/ administration each month over 12-month period
L. Total Estimated Costs			\$32,287.50	

*Consultant reduced rate of \$100