

help stabilize their household in permanent housing. These goals may center on health outcomes, income outcomes, or educational outcomes as determined by the Case Manager and client as being important for the client to remain housed.

About 92% of program participants exit the program into permanent housing, and less than 5% return to homelessness within 2 years.

Individuals that are referred to Goodwill's Rapid Re-housing Case Manager are generally those who are veterans or those that are interested in employment. Goodwill is the largest organization in our community providing a wide range of workforce-focused programming. Goodwill provides a wide range of training, placement and workforce development services to help people develop the skills they need to find jobs and become more independent. These services are offered at Goodwill's Workforce Development Centers and are offered in partnership with community colleges, the Division of Vocational Rehabilitation, the Department of Social Services, Mental Health and other community organizations.

Goodwill has long partnered with NCWorks in the provision of workforce development services and in mid-2018 became the service provider for the Workforce Innovation and Opportunity Act (WIOA). We also serve as the operator of the NCWorks Career Center and Division of Workforce Solutions for Forsyth County.

B.3. 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?

Working within the State's artificial limitations prohibiting mixing State ESG funds with any other funding source for TFA, we anticipate serving 24 households.

NEED (7 POINTS)

B.4. Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.

The target population of our work are people residing in Forsyth County who are experiencing homelessness or housing instability. In general, this population is significantly poorer than the average in Forsyth County, and represents a significant over representation of African Americans.

In 2018, 1551 received shelter/outreach services from homeless service providers in Forsyth County. On any given night there are about 500 people experiencing homelessness in our community.

Approximately 1200 people experienced homelessness as a single adult and 430 people experienced homelessness as a part of a family.

Of the people seeking homeless services, about 58% identify as Black and 33% identify as White.

44% of people report having a disability.

52% report no income at time of entry to the program.

20% report income under \$1000 per month.

4% report an income of \$2000 or more per month.

20% of people report receiving Social Security benefits either SSI or SSDI.

33% of people in a shelter or outreach program exited to permanent housing. An additional 16% of people left to live with family/friends, but were not sure the situation could be long term.

Currently on the by-name-list (BNL) there are 19 people known to be Chronically Homeless and 18 people on the not by name list (meaning they are engaged with a street outreach program but are not consenting to any services). Some of the folks on the not BNL are chronically homeless, others are not.

B.5. Describe the unmet need that the proposed project/program seeks to address. Why does the population described above need the proposed assistance? Include data supporting the need.

While many people are able to resolve their housing crisis with only the support of an emergency shelter stay, many people who experience homelessness need more support in order to resolve their housing crisis. As of October 20, 2018, there were 11 chronically homeless people on the by-name list (BNL) for Forsyth County and approximately 18 people who are living on the streets and not engaged with homeless programs.

The BNL helps us keep track of people experiencing homelessness who are in need of additional services beyond emergency shelter to end their homelessness. In Forsyth County in 2017, 1796 people received emergency shelter services. The average length of time people spent in emergency shelters was 61 days. This represents a 14 day decrease over 2016 (FY2017 System Performance Measures), however this is double the system wide goal of having an average length of stay under 30 days. Approximately half of people entering homeless services exit in under 30 days, this still leaves a significant number of people struggling to find permanent housing.

FRRC provides short to medium term case management and rental supports to those people who are unable to self-resolve their housing crisis and who need a limited intensity of service. Rapid Re-housing services have proven to be a critical strategy in our system of care for ending homelessness. The program overall has accelerated housing placements, and has a over 90% success rate in housing sticking for 2 years or longer.

COLLABORATION (6 POINTS)

B.6. 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?

The Forsyth Rapid Re-housing Collaborative (FRRC) was designed as a collaborative relationship between United Way, Goodwill Industries, the Bethesda Center, The Salvation Army, Experiment in Self-Reliance, and Family Services. The partnership between these agencies helps to maximize each organizations strengths. United Way provides housing navigation, including identifying new landlords and available housing units and inspections of the units in addition to managing a common fund of Temporary Financial Assistance. The other partners provide case management services to the participants.

Team members meet on a monthly basis to review cases, program performance and program operations. The WSFC CoC (Continuum of Care) team members hosts a monthly action camp which is designed to support programs in the CoC, and evaluate barriers to supporting program participants in remaining securely housed. FRRC is often reviewed during these meetings as part of our commitment to continuous quality improvement for the program.

C. Strategy and Performance

Completed by rgeiger@goodwillnwc.org on 11/22/2019 8:09 AM

Case Id: 10647

Name: Goodwill Industries of NWNC - 2020/21

Address: *No Address Assigned

C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) 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):

Livable Neighborhoods

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

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

PERFORMANCE (15 POINTS)

C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if original goals provided in C.5. are not achieved.

The Winston-Salem/Forsyth County CoC uses the NC HMIS database to track information related to people who receive services related to being homeless. We will primarily use reports from this database to determine progress on our system performance goals such as the number of chronically homeless people, the average length of stay, and number of returns to homelessness and other key metrics.

Reports are available at the program, agency and system level performance. The Local System Administrator for our CoC supports all partners in the WSFC CoC in both collecting and analyzing their performance data.

The goals of the WSFC CoC, such as ending chronic homelessness and reducing our average length of stay is both measurable and attainable. Members of the CoC recognize that they are long-term and challenging goals. We measure success by looking for system improvements. We review metrics on system performance on a regular basis and have a monthly "action camp" meeting to both identify and address challenges to meeting our goals.

Transparency is important to our progress as a system of service providers. As a part of our evaluation of our progress we review key metrics annually with our governing board and with our operating cabinet. We also post information about our progress on the CoC's website, www.forsythendhomelessness.org.

C.4. 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.

We use the North Carolina HMIS database to track data and information on the success of our programs across the CoC.

In addition, we work with staff from agencies across the CoC to individually track key data which will help them evaluate their effectiveness in helping people get housed.

We use a number of reports to monitor the progress of our work that are submitted on an annual, quarterly, monthly, and as-needed basis.

Annual Reporting:

- AHAR: required by HUD for the CoC, created from data in the NC HMIS system.
- APR: required by HUD for all CoC funded programs, created from data in the NC HMIS system.
- PIT Count: each January United Way organizes a street count which is paired with a one night census from all of the emergency and transitional shelters in Forsyth County to create a snapshot of homelessness in the community. This is required by HUD and is also used for planning and projection purposes.

Quarterly Reporting:

- Performance Reports for State ESG funded programs.

Monthly Reporting:

- Data Quality, all staff connected to either rapid re-housing or coordinated assessment services review their data quality report to ensure that the data is complete and correct in the HMIS system.
- By Name List, the Community Intake Center (CIC) uses this list of people experiencing chronic or otherwise highly vulnerable homelessness. The list is reviewed monthly to assess the number of chronically homeless people, homeless veterans, and housing placements. The CIC uses this report daily.

Other Reporting:

- Discharge Destination
- Length of Stay and Recidivism

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

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

Stated Program Goals	Program Activities in Support of Goals	FY 18-19 Previous Year Results	FY 19-20 Current Year Projected Results	FY 20-21 Next Year Anticipated Results
90% of Persons	State ESG case	160 households were	24 households will be	24 households will be

served remain in permanent housing or exit to permanent housing (subsidized or unsubsidized) during the operating year.	managers shall support 20 participants in setting housing stability goals and in making progress towards their goals.	supported with financial assistance through State ESG to enter and maintain housing stability (Note, the State changed its rule on matching funds, and now no longer allows cases with State ESG funds to have any other source of HUD funds including CoC).	served by State ESG Case Manager and receive temporary financial assistance.	served through State ESG case management and receive temporary financial assistance.
Case Manager will work with families to identify and move into Permanent Housing.	Case Manager will work with family to set personal goals to support housing identification and budgeting plan to maintain housing once program is complete.	Work with 24 households to obtain Housing.	95% of households will enter permanent housing.	95% of households will enter permanent housing.
Case Manager will work with household to maintain housing successfully after program exit.	Case Manager will work with client on access mainstream services, budgeting and income plans.	Will work with 24 families, 22 of whom will be permanently housed at exit.	Will work with 24 families and will have a less than 10% return to homelessness at the 1 year mark.	Work with 24 households who will have a less than 10% return rate at the 2 year mark.

C.6. FY 18-19 Program Accomplishments

Of the 7 people who exited this program during the year 86% (6) households exited to permanent housing.

C.7. FY 20-21 Key Objectives

Maintain successful outcomes including exits to permanent housing.

Decrease the length of time it takes program participants to find permanent housing.

D. Organizational Capacity

Completed by rgeiger@goodwillnwn.org on 11/18/2019 8:35 AM

Case Id: 10647

Name: Goodwill Industries of NWNC - 2020/21

Address: *No Address Assigned

D. Organizational Capacity

Please provide the following information

MISSION (5 POINTS)

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

Goodwill Industries of NWNC, Inc. was founded in 1926 and still provides services under our mission: "We create opportunities for people to enhance their lives through training and workforce development services and collaboration with other organizations." The philosophy of a "hand up, not a hand out" was the impetus for Goodwill's founding and the organization is still committed to that concept. We seek to accomplish this mission by working with individuals and families to help them overcome barriers to obtaining adequate and meaningful employment through the provision of a wide range of workforce development services to help people develop the skills they need to find jobs and become more independent. We provide job training and placement services to adults and youth with disabilities or disabling conditions that are barriers to employment through 22 service locations in an 31-county service area in NW North Carolina, resulting in placement for 4,565 individuals in 2018.

Goodwill programming includes vocational and career training, assessment, and job search services to a variety of individuals, all who are facing barriers to employment. These individuals include veterans, at-risk young adults, individuals with disabilities, and individuals reintegrating back into society after incarceration. The majority of our clientele is low income. Our programs include Career Connections which offers personalized job readiness training and services to aid in job search; the Professional Center by Goodwill which addresses the needs of the under/unemployed professional job seeker; the Prosperity Center that offers services to participants ready to commit to working towards reaching financial stability and which houses the Rapid Rehousing/SSVF case manager; Skills Training which provides targeted training to promote employability in high demand fields; Access Center Adult High School which provides access to a high school diploma plus skills credentialing, coaching and job search assistance; Youth Services which helps youth and young adults achieve their goals in education, employment and life skills; Ability Services which provides career and life skills training and assistance to persons with disabilities; and Project Re-entry which provides transition services for ex-offenders after serving active prison sentences.

Goodwill also works with community partners such as FRRC to provide our expertise in vocational training, development and employment services. This key partnership better equips FRRC in helping participants improve their income once they are permanently housed, improving their ability to have long-term success and stability. As many of the individuals who come to Goodwill for services are homeless or about to be homeless, being a part of FRRC provides a crucial link to needed services.

FUNCTION (5 POINTS)

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

Since 1926 Goodwill Industries of NWNC, Inc. has served the Forsyth County community providing vocational services to individuals with disabilities and/or disabling conditions that are barriers to employment.

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

Goodwill is the largest provider of workforce development services in Winston-Salem, Forsyth County. We provide a variety of services related to helping people on their path to personal fulfillment and financial stability through the provision of quality services to help individuals improve their skills to get and keep employment.

These services include vocational assessment, coaching, skills training and retention services for a variety of at-risk populations including individuals with disabilities/disabling conditions, youth/young adults, individuals recently released from incarceration, homeless individuals, and the under/unemployed.

All services are data-driven with programs being designed/updated based on the needs of the community and in response to participant input and labor market trends, demographic and service data collected and analyzed on a continuous basis and input from stakeholders, participants, and partners.

Goodwill's partners with FRRC to support ending homelessness by providing wrap around support services. In the years since United Way began supporting the WSFC CoC and implementation of the Ten Year Plan to End Chronic Homelessness, the community has seen an over 90% decrease in chronic homelessness and achieved the milestone of "ending veteran homelessness" as recognized by HUD and the US Interagency Council on Homelessness.

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Director- Mission Performance Managment	Monthly meetings with Program Manager. Attendance at monthly CoC meetings, serves as Secretary/Treasurer of the CoC Operating Cabinet.	40	0.00 %
Manager- VA Advocacy Services	Weekly meetings with RR Case Manager. Daily oversight of RR Case Manager.	40	0.00 %
RR Case Manager	Client intake and appointments. Home visits. Housing inspections and placements. Food and utility assistance. Client case management for sustainability.	40	50.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Art Gibel	President/CEO	\$0.00	0.00 %
Sherry Carpenter	VP Workforce Development	\$0.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

GoodwillOrgChart.pdf

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

Describe the hiring process and how it is structured to provide the most diverse candidate pool.

Goodwill Industries of NWNC, Inc. is dedicated to providing equal opportunity in employment. Our hiring process is structured to ensure a diverse candidate pool. We:

- Post all positions on-line at our company website;
- Post all jobs automatically with Indeed.com as well as a variety of other sites to ensure the widest viewership and to make sure to not limit our applicant pool to those with an existing connection to Goodwill;
- Use our 18 Career Connection Centers to help applicants find current jobs at Goodwill as well as to assist applicants who may have obstacles applying with their application process;
- Partner with our Career Connections on hiring fairs for Goodwill positions;
- Frequently hire paid (work experience) participants as regular employees; a good number of our candidates are referred from participant populations;
- Always post our ads with the EOE m/f/vets/disability to ensure applicants feel welcome applying;
- Attempt to be flexible with criminal records, in accordance with EEOC guidelines.

Please enter the total number of Full-Time Positions and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	43	4	4	59	9	7
Professionals	9	2	1	4	1	3
Technicians	11	3	0	1	1	1
Office/Clerical	2	0	1	9	5	3
Laborers/Service Workers	202	59	26	398	101	116

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers	293	84	38	117	97	52

D.8.

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

GoodwillBOD.pdf

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

6

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

3

ABILITY (5 POINTS)

D.11. 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 startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."

Goodwill has partnered with the Forsyth County Rapid Re-housing Collaborative for several years in the provision of housing/supportive services case management. There would be no break in services.

D.12. 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?

Given the significant demand for Rapid Re-Housing Services, which significantly out numbers the capacity of the program to serve, FRRC works with the Community Intake Center to identify eligible households based on an agreed upon prioritization plan which targets supportive housing services based on a clients vulnerabilities. By working with the CIC to fill all program vacancies, the FRRC is ensuring fair and equal access to the program for all people.

For the purposes of ESG/Rapid Rehousing services, Goodwill staff involved in the programming adhere to FRCC policies and procedures relating to marketing, outreach, eligibility determination and appeals to ensure fair and equal access to program benefits. Goodwill's policies and procedures support and are in line with the FRRC policies and procedures.

E. Cost Effectiveness

Case Id: 10647

Name: Goodwill Industries of NWNC - 2020/21

Completed by rgeiger@goodwillnwc.org on 11/22/2019 8:11 AM

Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$61,517,507.00	\$61,517,507.00	\$61,517,507.00
Fundraising	\$720,000.00	\$720,000.00	\$720,000.00
Management and General	\$8,301,391.00	\$8,301,391.00	\$8,301,391.00
	\$70,538,898.00	\$70,538,898.00	\$70,538,898.00

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$31,089,168.00	\$31,089,168.00	\$31,089,168.00
Employee Benefits	\$14,528,682.00	\$14,528,682.00	\$14,528,682.00
Facility Rent and Utilities	\$4,535,506.00	\$4,535,506.00	\$4,535,506.00
Training and Conference Registration	\$376,418.00	\$376,418.00	\$376,418.00
Membership and Dues	\$472,706.00	\$472,706.00	\$472,706.00
Travel and Transportation	\$1,578,651.00	\$1,578,651.00	\$1,578,651.00
Grants to Individuals and Organizations	\$2,257,223.00	\$2,257,223.00	\$2,257,223.00
Contracted Fundraising Services	\$45,000.00	\$45,000.00	\$45,000.00
Goods Purchased for Resale	\$68,000.00	\$68,000.00	\$68,000.00
Other Contracted Services	\$6,410,956.00	\$6,410,956.00	\$6,410,956.00
Other Operating Expenditures	\$5,049,888.00	\$5,049,888.00	\$5,049,888.00
Capital Outlay	\$4,126,700.00	\$4,126,700.00	\$4,126,700.00
	\$70,538,898.00	\$70,538,898.00	\$70,538,898.00

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$193,250.00	\$203,250.00	\$207,950.00
Forsyth County	\$146,000.00	\$146,000.00	\$146,000.00
State of North Carolina	\$1,250,340.00	\$1,250,340.00	\$1,250,340.00
Federal Government	\$3,730,711.00	\$3,720,711.00	\$3,716,011.00
Admissions/Program Revenues/Sales	\$62,897,558.00	\$62,897,558.00	\$62,897,558.00
Memberships	\$0.00	\$0.00	\$0.00
Donations	\$1,068,535.00	\$1,068,535.00	\$1,068,535.00

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1 of 3

Foundation Grants	\$3,000,000.00	\$3,000,000.00	\$3,000,000.00
Interest and Investment Income	\$250,000.00	\$250,000.00	\$250,000.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$56,800.00	\$56,800.00	\$56,800.00
	\$72,593,194.00	\$72,593,194.00	\$72,593,194.00

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

Other Expenditures include other program operating expenses, primarily in our Retail Program; Other Revenues is primarily rental income.

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

Year	Funding Source	Funding Amount
2019	ESG	\$24,605.00
2018	ESG	\$29,305.00
2017	ESG	\$32,699.66
2016	ESG	\$31,246.63
2015	ESG	\$33,439.94

E.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
Case Management	\$29,305.00	\$61,305.00	SSVF
	\$29,305.00	\$61,305.00	

E.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.

The increase in requested funds reflects an increase for total cost of services due to wage and benefit increases.

SUSTAINABILITY (7 POINTS)

E.5. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

United Way expects all current funding for the FRRC and RRH to continue indefinitely. United Way understands it may not continue and any reduction in the current Federal/State/Local commitment to funding either FRRC or RRH would result in a reduction of services. As these programs grow, additional needs for funding are anticipated. United Way, in partnership with the CoC will be assessing the best strategy for meeting the full financial needs of these programs.

BARRIERS (3 POINTS)

E.6. Describe any potential barriers to the project implementation and how you plan to overcome them.

The most imminent barrier to the success of this project is the continued tightening rental market. This has a double-edged effect on the FRRC program. As the rental market continues to tighten, people at the lowest end of our economic spectrum have an increasingly difficult time both finding units to rent as well as maintaining their permanent housing unit.

AVERAGE COST (5 POINTS)

E.7. 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:	29305
Number proposed to be served for the year:	20
Average City funds per beneficiary:	1465.25
Proposed funds from all sources:	61305
Number proposed to be served for the year:	20
Average total funds per beneficiary:	3065.25

F. Required Documents

Completed by rgeiger@goodwillnwno.org on 11/18/2019 7:53 AM

Case Id: 10647

Name: Goodwill Industries of NWNC - 2020/21

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

GoodwillCodeofConductPolicy.pdf

GoodwillConflictofInterestPolicy.pdf

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

Goodwill 990 Public Disclosure 2018.pdf

Organization By-Laws *Required

GoodwillBylaws.pdf

Articles of Incorporation *Required

GoodwillArticles of Inc.pdf

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

GoodwillFinancialPolicies.pdf

GoodwillHarassmentPreventionPolicy.pdf

IRS 501(c)3 Designation Letter *Required

GoodwillIRS 501(c)3withEIN.pdf

Audited financial statements or a third-party review *Required

Goodwill2018Audit.pdf

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Goodwill2018AuditComplianceReport.pdf

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

***Required**

GoodwillCertificateExistence.pdf

Other

***No files uploaded*

G. Community Development Only

Completed by rgeiger@goodwillnwno.org on 11/22/2019 8:12 AM

Case Id: 10647

Name: Goodwill Industries of NWNC - 2020/21

Address: *No Address Assigned

G. Community Development Only

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

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

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

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

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.

H. Construction/Rehab Only

Completed by rgeiger@goodwillnwno.org on 11/22/2019 8:12 AM

Case Id: 10647

Name: Goodwill Industries of NWNC - 2020/21

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project. **

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

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

2. Provide a projected timeline for the proposed work.

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

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

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

6. Describe the property management plan.

7. List the development team members.

8. Describe 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.

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

Project Name	Address	Type of Project	No. Units	Govmt Funding
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Documentation

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

**No files uploaded

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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.

***No files uploaded*

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

***No files uploaded*

Operating Budget

***No files uploaded*

Form 990

***No files uploaded*

I. Emergency Shelter Only

Completed by rgeiger@goodwillnwc.org on 11/22/2019 8:12 AM

Case Id: 10647

Name: Goodwill Industries of NWNC - 2020/21

Address: *No Address Assigned

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project. **

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by rgeiger@goodwillnwc.org on 11/18/2019 8:48 AM

Case Id: 10647

Name: Goodwill Industries of NWNC - 2020/21

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

HMIS/Data Collection Budget

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

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$61,305.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00
Information and Referral	\$0.00

Submit

Completed by rgeiger@goodwillnwno.org on 11/22/2019 8:13 AM

Case Id: 10647

Name: Goodwill Industries of NWNC - 2020/21

Address: *No Address Assigned

Submit

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

Reni Geiger

Electronically signed by rgeiger@goodwillnwno.org on 11/22/2019 8:13 AM