

## A. Organization & Contact Information

Completed by [kelly.mitter@habitatforsyth.org](mailto:kelly.mitter@habitatforsyth.org) on 11/21/2019 10:59 AM

**Case Id:** 10685  
**Name:** Habitat 2020 HOME Funds Request - 2020/21  
**Address:** \*No Address Assigned

---

### A. Organization & Contact Information

---

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

#### A.1. Organization Name

Habitat for Humanity of Forsyth County

#### A.2. Project/Program

Home Ownership

#### A.3. FY 2020-21 Funding Request Amount

\$236,800.00

#### A.4. Agency's Total Operating Budget

\$4,690,796.00

#### A.5. Mailing Address

1023 W. Fourteenth Street Winston Salem, NC 27105

#### A.6. Project/Program Location Address

1023 W. Fourteenth Street Winston-Salem, NC 27105

#### A.7. Organization Website

[www.habitatforsyth.org](http://www.habitatforsyth.org)

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

1987

#### A.9. Organization Fiscal Year

2020-2021

#### A.10. Federal Tax ID Number

56-1448955

#### A.11. Federal DUNS Number

80-771-9380

#### EXECUTIVE DIRECTOR/MANAGER

##### A.12. Name, Title

Michael Campbell, Executive Director/CEO

##### A.13. Email

[mike.campbell@habitatforsyth.org](mailto:mike.campbell@habitatforsyth.org)

##### A.14. Phone

(336) 306-8253

#### CONTACT

##### A.15. Name, Title

Kelly Mitter, Chief Operating Officer

##### A.16. Email

[kelly.mitter@habitatforsyth.org](mailto:kelly.mitter@habitatforsyth.org)

##### A.17. Phone

(336) 306-8256

#### BOARD CHAIR

##### A.18. Name

Kenneth Holly

##### A.19. Term Expiration

06/30/2020

##### A.20. Email

[rev.kenneth.holly@gmail.com](mailto:rev.kenneth.holly@gmail.com)

##### A.21. Phone

(336) 473-8859

## B. Project Overview

Completed by [kelly.mitter@habitatforsyth.org](mailto:kelly.mitter@habitatforsyth.org) on 11/6/2019 1:29 PM

**Case Id:** 10685

**Name:** Habitat 2020 HOME Funds Request - 2020/21

**Address:** \*No Address Assigned

---

### B. Project Overview

---

Please provide the following information

#### APPROACH (7 POINTS)

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

Habitat is the leading home builder in Forsyth County providing home ownership opportunities for low to moderate income families. Currently building at a rate of 15-20 homes per year primarily in Winston-Salem, Habitat for Humanity of Forsyth County over its 35 year history has produced 403 home owners in our county.

Habitat's role as a housing partner to the City and County engages community members, corporate partners, faith communities and other non-profit entities in the real needs in our low income neighborhoods and provides opportunities for individuals to directly engage in work to alleviate poverty as well as learn more about the struggles our low income residents face every day meeting the basic needs of their families.

This funding request is primarily for the support of Habitat's ongoing Neighborhood Revitalization programs in both the Boston Thurmond and Bowen Park/Dreamland communities as our two primary target neighborhoods. Potentially this next fiscal year will see our affiliate begin work in the completion of the Stone Terrace II development north of Ogburn Station. We are currently under contract to purchase this incomplete development as a mixed income, single family neighborhood with 72 buildable lots. We are currently in our due diligence period of the contract in order to estimate the magnitude of the site development work to be done in order to build out this neighborhood.

In Bowen Park and Dreamland, Habitat is engaged as a housing partner with the City of Winston-Salem in carrying out the redevelopment efforts associated with the city's designation as well as within the Place Matters initiative being led by the United Way of Forsyth County. This 2020-2021 fiscal year will be year five working within Bowen Park where three new homeowners closed in fiscal year 2018-2019 and at least two more planned for the current fiscal year. At the end of the current fiscal year, we will have completed a total of 9 new houses in Bowen Park and a total of 21 repair programs for residents within the Place Matters footprint.

In Boston Thurmond, 9 new home ownership opportunities were closed in that same time period and we are on target for 12 more. In fiscal year, 2018-2019 we completed a total of 13 home ownership opportunities in Winston-Salem. In fiscal year 2019-2020 we are on target to close 15 homes.

For this request, we plan to provide 16 home ownership opportunities through new construction.

Habitat's Neighborhood Revitalization program work consists of acquiring and remodeling existing unoccupied housing and new construction on in-fill lots and repair projects for existing owner occupants in the communities that we serve. It is difficult to expand home ownership based on fundraising challenges and current staff capacities but Habitat is committed to growing capacity modestly each year in home ownership. Our ability to utilize volunteer labor and gift in kind materials makes Habitat uniquely suited to partner with the City to serve more families.

All of Habitat's work is based on an application process that ensures we are serving families at the 35% to 80% area median income level.

The following goals represent the combination of the two target neighborhoods for revitalization and the occasional scattered site within Winston-Salem as needs dictate.

Goal for FY 20-21: New construction 16 Housing Units  
House infrastructure cost assistance 16 Units x \$14,800 per lot  
Total Funding Requested \$236,800

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

Habitat markets the opportunity for home ownership and repairs through a variety of media channels, direct advertising, referrals from other agencies, faith communities, corporate engagement and through our retail store operations. Families who are interested in home ownership reach out to our organization and are referred to our program services housing specialists.

The first step in this process is to attend an orientation meeting where the full scope of the program is explained in detail and any questions a family might have are addressed. If that family is interested in continuing in the process they fill out a mini-application at that time that gathers basic information to determine if they are eligible for the program based on income, work history, credit worthiness and need.

If the family meets the basic guidelines, they are then invited to complete a full application that goes into depth on the above criteria to ensure their qualification. Back-up documentation is required along with a minimal application fee.

Staff then reviews this documentation, verifies the submitted information and makes a decision to then refer the family to the Family Support Committee. This committee is composed of staff, community and Board members who review all of the applicants who meet our program guidelines. At that time a member of the committee is assigned to the applicant to make home visits to assess the need for our housing products, form a mentorship relationship and to address any remaining questions the family may have. The Family Support Committee makes the final decision about acceptance into the program. Less than 10% of all applicants are accepted into the Habitat program and on any given year, as many as 500 families will attend an orientation. Habitat currently has 34 families actively in our program which represents nearly a two year wait for home ownership at our current capacity to fund and construct houses.

Once in the program, the partner families begin a 12-18 month long program of education and engagement to prepare themselves for the responsibilities of home ownership. Financial education, budgeting, legal, hands-on home maintenance training, yard and landscape maintenance, decorating skills, down payment savings programs and a host of educational opportunities are provided for all members of the family. Partner families are also required to complete up to 450 hours of Social Engagement where they work on-site on their own home, other partner family homes, volunteer in the community and get credit for the educational classes. When the family reaches the half way point in the required hours they are assigned to their specific house and lot and we begin construction. The new construction process is approximately 4 months and a remodel project can take up to 6 months to complete.

Once the home is ready for occupancy, the family closes on a 25-30 year mortgage with Habitat as the lender at zero to a small but affordable interest rate. Our partner families pay no more than 30% of their household income on their

housing expense based on an acquisition price of what the property appraised for. This city funding represents down payment assistance in the form of a soft second mortgage. Typically, the family is paying 25% to 50% less in mortgage payment than they currently do in rent. Most Habitat partner families stay in their homes for the duration of their mortgage and pay them off in full.

**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?**

It is difficult to describe the number of applicants served by the Habitat program at any given time. Over the course of our 35 year history we have worked with over 400 families including parents, children and grandchildren. Based on home ownership and 20 to 30 year mortgages, one could argue that we are currently working with all of the families that we continue to service the mortgage on which currently stands at 277 mortgages.

We also provide repair services for families living in owner occupied houses in the neighborhoods we serve at a rate of about 25 per year. Again, we would be providing services to all of the members of those families living in those houses as well as the other residents of those neighborhoods.

In any given program year we are directly working with the families actively in the program which are representative of the families we will be serving in the coming program year. As stated above, we currently have 34 families in the program and that results in approximately 120 unique individuals being served as our average family is 3.5 individuals across the spectrum.

The direct number of families served through home ownership in the 2020-2021 program year if we serve 16 families would be roughly 56 and another 25 families or 50 individuals served with home repairs and Aging in Place programs. Our typical home repair client tends to be a single senior or senior living with a family member or grandchild.

As part of Habitat for Humanity International, we also serve families based in other countries with funding that we raise publicly and through mission trips but I'll assume for the purposes of this funding that we don't count those individuals served outside the city of Winston-Salem.

Habitat further serves our volunteers in Winston-Salem that work on Habitat constructions sites, in our ReStores and in our administrative functions. We serve and are served by over 4,000 unique individuals per year in a volunteer capacity.

Again, probably not a statistic that represents what this funding application may be looking for but represents a significant impact on the lives of Winston-Salem residents.

**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 racial distribution of clients served by Habitat Forsyth is primarily African American, single, female-headed households. Overall, 88 percent of the clients who purchase homes from Habitat Forsyth are African Americans, 5% White, 7% Hispanic.

In Boston Thurmond, there are approximately 3500 residents and 1500 households living in the community. 33% of those households have children under the age of 18, 40% have a person over 60 living in them and 45% have one individual living alone. 48% of all residents are between the ages of 25 and 64 years. 6.5% are under the age of 5. This

is a mature neighborhood with a mixture of young families and older adults. 74% of households in Boston Thurmond have incomes below \$30,000 annually and 23% have incomes less than \$10,000 annually.

The Population of Bowen Park and Dreamland combined is 1534 residents, the median age of residents in this census tract (16.02) is 30.1 years of age. African Americans represent 83.2% of the population and Hispanic residents 13.4% with Bowen Park having the highest population of Hispanic residents at 132 individuals. 33% of the households are single female households and 39.7% of households have a householder living alone. Median household income in this census tract is \$17,970 making this area the lowest income area in the Place Matters geography. 39.1% of the residents over 18 years of age fall below the poverty level and 65.3% of residents under 18 are below poverty level. This is a very high level of poverty concentration in Winston-Salem.

Habitat for Humanity of Forsyth County only serves residents whose income falls below 80% of Area Median Income. So by definition, all of our partner families are in need from a financial perspective. Further they live in communities that are areas of concentrated poverty, significant dis-investment, with very low economic mobility. Home ownership is the largest opportunity to grow personal assets and create wealth that can be passed on to the next generation. This is the methodology that has built a middle class in our society that has often been out of reach for our low-income communities and people of color.

Habitat's process of utilizing a Family Support Committee and individual mentoring ensures that all of our partner families have a demonstrated need for our housing services.

**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.**

Winston-Salem's recent housing study has presented a difficult challenge having identified the overwhelming need for affordable housing. Habitat's role in addressing this need is a small part. Habitat has begun implementation of a new strategic plan, working to identify sustainable funding that will allow us to grow our capacity to address this challenge. Our plan calls for growing our homeownership capacity to 20 homes per year which we believe is the ceiling of our capacity based on the ability to raise the \$75,000 per home sponsorship funding we need each year to attain that. That is a fundraising goal of \$1.5 million dollars annually. That is simply the need for our building fund, not the cost of administration, repair programs, tools and equipment etc. We also intend to grow our repair program to exceed that of home ownership. The need for this is large based on the age and condition of the homes in our communities.

The United Way analyzed the 13 neighborhoods in the Place Matters initiatives. They worked with residents of the community to understand the vision that the neighborhoods identified for improving the quality of life. They established an "Impact Council" of neighborhood leaders to develop an RFP for funding opportunities to support projects addressing their concerns. One of the top identified areas for improvement by the council was for investment in new and repaired housing in the Bowen Park and Dreamland neighborhoods as well as utilizing problem vacant lots. Habitat is responding to that identified need in its collaborative partnerships with WSSU, Liberty East Redevelopment, Experiment in Self Reliance and others.

Almost 22% of County residents live in extreme asset poverty, meaning zero or negative net worth. These results are about equal or slightly worse than that for the state and worse than the US.

We don't have specific Asset Poverty numbers by neighborhoods but the income levels in these communities suggest that extreme asset poverty conditions exist there. The increase in home ownership and the financial education that goes along with Habitat's programs are significant tools to help address this issue of financial resiliency.



The Home Builders Association of Winston-Salem and their Remodelers Council are strong partners with Habitat in raising funds for our work as well as in providing skilled leadership and volunteer labor in many of our builds.

The City of Winston-Salem remains a key partner with HFHFC in the work in Boston Thurmond and the surrounding community. This community is part of a designated redevelopment area in the city legacy plan and we have worked closely with the Business and Community Development Department, the Winston-Salem Police Department, Parks and Recreation, the City Manager, Mayor and elected officials in facilitating and being a catalyst for revitalization there.

Habitat is also at the table with numerous collaborative efforts within Forsyth County that are working towards the elimination of poverty and a just and equitable community. We are partners in the Asset Building Coalition working on issues of Asset Poverty and financial capability, Imagine Forsyth an effort to eliminate food insecurity, Strong@Home providing wrap-around services to families of young children and Age Friendly Forsyth a collaboration working to promote a healthy and safe aging population in our county.

The list of partners goes on with local foundations, corporate partners, other service providers and over 4000 individual volunteers a year. Habitat is setting a strong example of how institutions can work collaboratively for the improvement of our community and neighborhoods.

## C. Strategy and Performance

Completed by [kelly.mitter@habitatforsyth.org](mailto:kelly.mitter@habitatforsyth.org) on 11/21/2019  
11:39 AM

Case Id: 10685

Name: Habitat 2020 HOME Funds Request - 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 performance measures for tracking the effectiveness of both new construction and the home repair projects will be the number of families served. Those families are easily tracked by mortgage loans granted and addresses of the families that were recipients of repair projects.

The management team of Habitat monitors its progress monthly and more in-depth on a quarterly basis. Flexibility is required with new construction when dealing with acquisition issues, land topography, varying house specifications, environmental restrictions, housing codes, and unique smaller older homes.

Habitat's Executive Committee monitors a dashboard of outcomes on a monthly basis as does our Board of Directors on a bi-monthly basis. Our construction staff meets weekly to monitor progress on specific projects, adapt to changing environmental conditions, adjust to meet volunteer levels either shortages or an overabundance to keep our

construction schedule on target.

Our operations committee meets regularly to review processes, property acquisition and planning for future development to ensure we have adequate resources available to continue to serve families.

Habitat builds on a continuous year-round cycle with a desire to serve as many low-income families as possible. Repair projects should enable us to serve the projected number of total families even if construction and remodel goals are not achieved.

**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.**

Habitat Forsyth maintains all applicant and homeowner information in the Outcome Tracker software, a data management system for non-profits that is being promoted through the Asset Building Coalition as a tool for all service providers to utilize so that we can begin to measure the collective impact of our collaborative work.

We are also working closely with Forsyth Futures in data gathering and reporting at the neighborhood level. The neighborhood survey work completed in Boston Thurmond is in partnership with this organization and they have been an excellent resource with many of the collaborative efforts currently underway in Forsyth County.

Progress is monitored and documented monthly by tracking homeowner social equity completion. Homeowners also receive certificates of completion in homebuyer education, financial literacy and home maintenance from other collaborative partner agencies specializing in those areas.

Habitat maintains a number of dashboard and financial reports that are monitored by our departmental committees, Executive Committee, Finance Committee and Board of Directors on a monthly or bi-monthly basis.

We are also required to report out to Habitat for Humanity International on a quarterly basis in what is known as the Quarterly statistical report as well as annually both for the affiliate in total as well as for the Neighborhood Revitalization efforts for annual reports that are generated by HFHI.

As a Community Development Housing Organization (CHDO) we are audited annually by the City of Winston-Salem's Community Development department to ensure compliance with HUD regulation and much of our program output is also reported on via the annual report on the consolidated plan.

The various funders and foundations supporting Habitat generally require regular reporting on our activities and outcomes and the frequency varies from funder to funder with some reporting done quarterly, semi-annually and annually.

Finally Habitat reports out annually to our supporters in our annual report as well as all of the audited financial reporting to the IRS.

**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  |
|---|--|---|---|---|
| 1. To serve low income families with decent, affordable housing by new construction.  | Acquired lots in Boston Thurmond, Dreamland and other neighborhoods in Winston-Salem for the construction of new housing for low to moderate income residents.                                   | 12 new homes completed and transferred to new homeowners                          | 15 new homes completed and transferred to new homeowners  | 17 new homes completed and transferred to new homeowners  |
| 2. To revitalize neighborhoods by converting abandoned property to performing homes paying property taxes through remodel construction. | Acquire and remodel existing vacant home to like new condition and transfer to new homeowner   | 1 foreclosed Habitat home was acquired and remodeled and sold to a new Homeowner. | No existing previously occupied homes were acquired for remodel purposes but Habitat has acquired a house that has been under construction for 8 years by the Pilot Mountain Baptist Association and will complete this in the current fiscal year for a veteran new homeowner. | We do not currently anticipate the acquisition of an existing house for remodel construction in the coming year but will re-assess as opportunities present themselves. |
| 3. To revitalize neighborhoods by assisting existing owner occupied residents with home preservation repairs                            | Process applications from owner residents targeted in neighborhood revitalization areas or veterans throughout service area and complete preservation repairs on mostly exteriors of their homes | 18 Home Preservation projects completed   | 7 Home Preservation projects completed to date and would anticipate 10 more before the year end   | 15 Home Preservation projects anticipated for the next fiscal year.   |
| 4. To revitalize neighborhoods by assisting existing owner occupied residents with Critical Home repairs Process                        | Process applications from owner residents targeted in neighborhood revitalization areas or veterans throughout service area and complete Critical Home repairs.                                  | 10 Critical Home Repairs Completed in the prior Fiscal Year                       | No critical Home Repairs completed in the first quarter of the current fiscal year but anticipate approx 10 before the end of the year.   | 15 Critical Home Repairs anticipated in the coming fiscal year.   |

## **C.6. FY 18-19 Program Accomplishments**

Acquired 1 additional buildable lot in the Boston Thurmond Neighborhood neighborhood for future construction. Acquired one buildable lot in Dreamland Park. Purchased four buildable lots in scattered sites throughout Winston-Salem. Habitat also acquired a new house under construction by the Pilot Mountain Baptist Association intended for a veteran homeowner that Habitat will finish and sell to a veteran.

Habitat is currently under contract to purchase the Stone Terrace II development just North of Ogburn Station which has 72 platted lots for development over the next 5 years as our next neighborhood development site as we complete Glenn Oaks in the 20-21 fiscal year. Habitat should complete this acquisition by December 31 2019 and will begin working towards funding the infrastructure requirements to make the site viable with a proposed construction start in fall of 2020.

Completed year four of the BB&T Challenge of \$25,000 per house for 5 houses in this fiscal year in the Boston Thurmond neighborhood. There is one more year remaining on this challenge grant for fiscal year 20-21.

Habitat should complete this current fiscal year with having provided 15 families with home ownership and approximately 25 families with home repair and aging in place projects.

Working with Liberty East Redevelopment, Inc. Habitat assisted in securing funding to assist with facilitated strategic planning with the intent to develop long range strategies to become a significant housing partner with East Winston residents within the CDC's footprint.

## **C.7. FY 20-21 Key Objectives**

Continue to acquire and assemble property for housing development in the Boston Thurmond, Bowen Park and Dreamland neighborhoods to sustain neighborhood revitalization efforts in those two target neighborhoods.

Work alongside Council Member Scippio in working with the residents of Dreamland Park and A&T University in developing a master plan for the revitalization of the community. Ms. Scippio has asked Habitat to be the lead partner in this project alongside the City, the United Way, Liberty East Redevelopment and the residents and leadership of the neighborhood.

Acquire and prepare the site of the Stone Terrace development in the vicinity of Ogburn Station as the next new development for Habitat homeownership for the future. This development contains 72 buildable lots in a development that started in 2008 then failed due to the housing recession. Habitat desperately needs a new development site that allows for contiguous building over the next 5-7 years.

Complete the build out of the Glenn Oaks neighborhood as the last of the Hope VI redevelopment of Kimberley Park Terrace.

Develop a sustainable funding source to replace the BB&T challenge grant program and to allow for increasing capacity of homeownership for families in Winston-Salem.

Explore Habitat's capacity to enter into safe and affordable rental opportunities in Neighborhood revitalization target neighborhoods to provide a balance of quality housing to meet the needs of all residents and to help address the affordable housing crisis in Winston-Salem.

Grow Habitat's capacity to perform both Home Preservation, critical home repairs and aging in place services. to meet the large demand for improving existing housing stock in our low income communities.

Work alongside Community Development staff to implement infrastructure improvements in the Bowen Park neighborhood as identified in the redevelopment plan for this neighborhood.

## D. Organizational Capacity

Completed by [kelly.mitter@habitatforsyth.org](mailto:kelly.mitter@habitatforsyth.org) on 11/15/2019 5:08 PM

Case Id: 10685

Name: Habitat 2020 HOME Funds Request - 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?**

Habitat for Humanity of Forsyth County, rooted in Christian principles, brings together community partners and volunteers from all faiths and no faith to help qualified Partner Families construct, repair and purchase well-built, safe and affordable homes and become successful homeowners.

Habitat as a community development organization utilizes an asset based community development model to revitalize neighborhoods in a targeted and holistic way. Through our Family Services division we recruit and qualify low to moderate income families to become first time homeowners, repair and rehab houses for existing homeowner occupants and to be educated in best practices in financial management and home repairs.

Along with our primary focus as a housing developer and construction company, Habitat for Humanity also is a mortgage lender, and educational provider, a retail store operator and a social service agency.

Habitat's continued work in the Boston Thurmond neighborhood and Bowen Park and Dreamland neighborhoods advances our mission by improving the quality of life for residents providing opportunities to become financially stable through home ownership and improving the existing housing conditions of owner occupants throughout the neighborhood.

The repair portion of our ministry has particularly benefited low income senior citizens who can no longer maintain their properties though physical limitations or financial hardship as well as assisting them to age in place through modifications and improvements to their existing homes.

#### FUNCTION (5 POINTS)

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

Habitat for Humanity of Forsyth County, Inc. was established in 1985 and was incorporated as a 501 (c) 3 non-profit organization in 1987.

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

Habitat for Humanity of Forsyth County has been operating since 1985 which is 35 years of serving the housing needs of the County of Forsyth and mostly for the City of Winston-Salem.

Habitat's work is a continuation of over 30 years of providing the low-income working citizens of Winston-Salem the opportunity to build equity and financial security through stable housing and home ownership. For existing homeowners, Habitat has enabled the improvement of the quality of housing for many residents and primarily for our aging residents. Over the course of HFHFC's lifespan, our organization has partnered with over 500 families in home

ownership and repair programs. During the remainder of the 2019-2020 fiscal year, we will have added 16 or more additional homeowners and 25 more repaired homes to that total.

Through this housing ministry, the citizens of Winston-Salem and Forsyth County have added over 23 million dollars to the property tax revenue in the last 35 years. Blighted communities have been vastly improved, the partner families have seen their children achieve higher academic success, have had improved health and built stronger neighborhoods.

Habitat has partnered with the City of Winston-Salem to address the housing needs of redevelopment priority areas, solved significant foreclosed property issues in neighborhoods, and assisted the Housing Authority of Winston-Salem close out development in a Hope VI project in Glenn Oaks.

As a commitment to the City and its residents, Habitat has invested in the community by developing a Housing Education Center in the Boston Thurmond neighborhood housing our operations, construction department, a volunteer center and a hands-on training center. These facilities will allow Habitat to reach out to homeowners outside of our traditional program, throughout the City, to offer opportunities to learn about home maintenance and lend tools and equipment to assist with the work of improving the housing stock throughout the city.

The Jimmy Johnson Volunteer Lodge, located on this campus as a volunteer resource in this current fiscal year has brought 21 groups and 278 individual student volunteers to come to Winston-Salem to serve our citizens these volunteers contributed 9,165 hours of service to our neighborhoods and generated \$46,300 in funding to build housing. Those numbers will continue to grow as the year continues.

Our campus on West Fourteenth Street has become a significant resource to the rest of our community providing meeting and training space for lots of community organizations and neighborhood groups and internet and computing access for the residents of Boston Thurmond.

Our staff's engagement in City programs, collaborative efforts and programs to teach residents new life skills are all in alignment with the goals of the City of Winston-Salem and the Livable Neighborhoods objectives.

**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 |
|---|--|---------------------------|----------------------------------|
| Chief Financial Officer                       | Oversees all financial aspects of the organization and manages the program services department.                                | 40                        | 0.00 %                           |
| Chief Development Officer                     | Manages Resource Development and Marketing Staff   | 40                        | 0.00 %                           |
| Chief Operating Officer                       | Manages all physical plant and facilities, community outreach, community development, ReStore operations and land acquisition. | 40                        | 0.00 %                           |
| Director of Construction and Land Development | Manages construction operations and development  | 40                        | 0.00 %                           |
| Director of Program Services                  | Manages all of the family services operations, partner family liaison, and training department.                                | 40                        | 0.00 %                           |

|                      |   |    |        |
|----------------------|---|----|--------|
| Director of ReStores | Manages the three ReStores in Forsyth County    | 40 | 0.00 % |
| Marketing Manager    | Oversees all marketing aspects of the affiliate | 40 | 0.00 % |

**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 |
|----------------------|------------------------|--------------|----------------------------------|
| Michael Campbell     | Executive Director/CEO | \$110,000.00 | 0.00 %                           |

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

Org Chart with Names.pub

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.**

Habitat for Humanity celebrates diversity as one of the core values in their everyday community interactions. As a result, candidates are naturally drawn to Habitat as an employer of choice. Open positions are publicized on our website, local chamber of commerce websites and other appropriate outlets where persons interested in the mission of Habitat may likely see it. To reach more potential candidates, electronic advertising is used on websites such as Facebook and Indeed.com. When considering candidates for hire, we are very mindful of how they will contribute to the diversity of our existing employee roster.

**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      | 4            | 1            | 1            | 2              | 1              | 1              |
| Professionals            | 0            | 0            | 0            | 0              | 0              | 0              |
| Technicians              | 0            | 0            | 0            | 0              | 0              | 0              |
| Office/Clerical          | 0            | 0            | 0            | 5              | 0              | 1              |
| Laborers/Service Workers | 10           | 3            | 1            | 1              | 1              | 1              |
|                          |              |              |              |                |                |                |

**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      | 0            | 0            | 0            | 1              | 0              | 0              |
| Professionals            | 0            | 0            | 0            | 0              | 0              | 0              |
| Technicians              | 0            | 0            | 0            | 0              | 0              | 0              |
| Office/Clerical          | 1            | 0            | 0            | 2              | 2              | 0              |
| Laborers/Service Workers | 2            | 1            | 0            | 2              | 0              | 0              |
|                          |              |              |              |                |                |                |

**D.8.**



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

09-Board Directory.docx

**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**

12

**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."**

Habitat for Humanity of Forsyth County has 35 years of experience developing single family housing opportunities for low-income families. The organization has created over 400 opportunities for home ownership in its existence.

Our management team and staff have all of the needed skills to manage the ongoing work in the Boston-Thurmond, Dreamland and Bowen Park and Stone Terrace neighborhoods while engaging with other community partners to assist the residents of the community in actualizing their vision for a healthy and vibrant community. Our past experience is the best predictor of our potential success with the proposal contained in this application.

Habitat's construction expertise makes us uniquely qualified to carry out repair programs as well as modifications for elderly residents through our Aging-In-Place programs. Because of the repair needs in the neighborhoods in which we work we will continue to educate our staff on the needs of aging adults as well as potential barriers in the home and indicators of additional intervention to help these partner families successfully navigate their environment for as long as is physically possible. The older adults in our neighborhoods are the backbone of the community and are an essential piece of the fabric of a healthy neighborhood. We intend to help them continue to contribute and thrive.

Habitat is the premier organization in the United States, the State of North Carolina, the County of Forsyth and the City of Winston-Salem in the development of housing and home ownership for low to moderate income families.

The Habitat for Humanity model of home construction and repair through volunteer engagement, home-owner social equity, and sponsorship funding has created a sustainable model that makes Habitat the sixth largest home builder in North America, and Habitat Forsyth in the top 10 home builders in the Triad.

As this request is for annual funding for an ongoing development program in the above neighborhoods, there are no start-up issues to address in these geographic areas. Habitat currently has site control of 17 buildable lots in Boston Thurmond and continues to seek acquisition opportunities in the neighborhood to continue our work in in-fill home ownership.

With 34 partner families currently in the process and ongoing orientations that are well attended, we have a strong pipeline of families to become homeowners.

For the Bowen Park and Dreamland neighborhoods, we currently own 5 sites for construction and at least 6 more waiting in the wings for acquisition in the current fiscal year. The City of Winston-Salem's commitment to the

redevelopment area in Bowen Park has provided much needed support to get lots build ready as well as to bring infrastructure improvements such as sidewalks, curbs, guttering and additional lighting to the neighborhood. We hope to see this continue.

Our biggest challenge with the Place Matters program continues to be in recruiting partner families willing to be early adopters in this community. Safety concerns and belief in the future improvements in this neighborhood are hampering our recruitment efforts.

**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?**

Habitat for Humanity of Forsyth County, Inc. is committed to all fair housing compliance both from a legal perspective as well as a philosophical one. The essence of our work is about the equitable access to safe and affordable housing for low and moderate income individuals.

As a Community Housing Development Organization as well as the beneficiary of numerous City, State, Federal and Foundation funding throughout our history, Habitat is well organized and staffed to comply with all regulations as well as the spirit of the law. Our ongoing benefit of receiving HOME funds as administered by the City of Winston-Salem has proven our ability to manage these resources, monitor and report our activities and to pass compliance audits on an annual basis. Habitat has managed a \$ 2.1 million dollar Neighborhood Stabilization Grant through the State of North Carolina in cooperation with Forsyth County and City of Winston Salem.

We monitor activities on an ongoing basis, regularly train staff on regulations and requirements, and meet reporting deadlines in a timely and thorough manner. The Habitat Board of Directors and committees of officers and citizens monitor our activities and provide advice and consent on a monthly or bi-monthly basis. Habitat for Humanity of Forsyth County has consistently demonstrated its ability to deliver on its commitments and stands as a pillar of ethical and transparent behavior. Our past experience demonstrates our ability to comply with any and all regulations.

## E. Cost Effectiveness

Case Id: 10685

Name: Habitat 2020 HOME Funds Request - 2020/21

Address: \*No Address Assigned

Completed by kelly.mitter@habitatforsyth.org on 11/22/2019  
10:56 AM

---

### 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        | \$4,493,911.00        | \$5,317,622.00             | \$4,833,865.00           |
| Fundraising             | \$329,899.00          | \$379,699.00               | \$334,699.00             |
| Management and General  | \$316,986.00          | \$318,986.00               | \$318,986.00             |
|                         | <b>\$5,140,796.00</b> | <b>\$6,016,307.00</b>      | <b>\$5,487,550.00</b>    |

| Expenditures by Category                | Budgeted FY 19-20     | Projected Actuals FY 19-20 | Proposed Budget FY 20-21 |
|---|-----------------------|----------------------------|--------------------------|
| Employee Salaries and Wages             | \$1,613,863.00        | \$1,627,863.00             | \$1,660,457.00           |
| Employee Benefits                       | \$319,797.00          | \$319,797.00               | \$335,917.00             |
| Facility Rent and Utilities             | \$186,278.00          | \$194,468.00               | \$202,126.00             |
| Training and Conference Registration    | \$20,325.00           | \$20,325.00                | \$24,100.00              |
| Membership and Dues                     | \$52,500.00           | \$52,500.00                | \$56,500.00              |
| Travel and Transportation               | \$4,415.00            | \$4,415.00                 | \$6,135.00               |
| Grants to Individuals and Organizations | \$0.00                | \$0.00                     | \$0.00                   |
| Contracted Fundraising Services         | \$0.00                | \$0.00                     | \$0.00                   |
| Goods Purchased for Resale              | \$38,040.00           | \$70,000.00                | \$70,000.00              |
| Other Contracted Services               | \$67,900.00           | \$77,900.00                | \$39,600.00              |
| Other Operating Expenditures            | \$2,837,678.00        | \$3,058,039.00             | \$3,092,715.00           |
| Capital Outlay                          | \$0.00                | \$591,000.00               | \$0.00                   |
|   | <b>\$5,140,796.00</b> | <b>\$6,016,307.00</b>      | <b>\$5,487,550.00</b>    |

| Revenues by Category              | Budgeted FY 19-20 | Projected Actuals FY 19-20 | Proposed Budget FY 20-21 |
|-----------------------------------|-------------------|----------------------------|--------------------------|
| City of Winston-Salem             | \$252,200.00      | \$207,200.00               | \$236,800.00             |
| Forsyth County                    | \$0.00            | \$0.00                     | \$0.00                   |
| State of North Carolina           | \$56,000.00       | \$47,000.00                | \$64,000.00              |
| Federal Government                | \$0.00            | \$0.00                     | \$0.00                   |
| Admissions/Program Revenues/Sales | \$3,521,428.00    | \$3,682,850.00             | \$3,929,450.00           |
| Memberships                       | \$0.00            | \$0.00                     | \$0.00                   |

Printed By: Hope Ann Walsch on 1/23/2020

1 of 4

|                                |                       |                       |                       |
|--------------------------------|-----------------------|-----------------------|-----------------------|
| Donations                      | \$1,021,620.00        | \$1,190,657.00        | \$1,058,000.00        |
| Foundation Grants              | \$202,500.00          | \$255,500.00          | \$170,000.00          |
| Interest and Investment Income | \$4,580.00            | \$4,800.00            | \$4,800.00            |
| Parent Organization            | \$0.00                | \$0.00                | \$0.00                |
| Other                          | \$82,468.00           | \$628,300.00          | \$24,500.00           |
|                                | <b>\$5,140,796.00</b> | <b>\$6,016,307.00</b> | <b>\$5,487,550.00</b> |

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

Other sources of revenue above are funds from reserves and in the case projected 19-20 loan to purchase Stone Terrace.

**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 |
|------|--------------------|----------------|
| 2014 | HOME               | \$251,987.00   |
| 2015 | Home/Various other | \$200,257.00   |
| 2016 | HOME/Various Other | \$376,112.00   |
| 2017 | HOME/Various Other | \$220,163.00   |
| 2018 | HOME               | \$154,240.00   |
| 2019 | HOME               | \$191,000.00   |

**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        |
|------------------------|-----------------------------|--------------------------|---------------------------|
| Energy Features        | \$0.00                      | \$64,000.00              | NC Housing Finance Agency |
| New House Const. Costs | \$236,800.00                | \$1,040,000.00           | Sponsors Grants           |
| Infrastructure         | \$0.00                      | \$50,000.00              | Grants                    |
|                        | <b>\$236,800.00</b>         | <b>\$1,154,000.00</b>    |                           |

**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.**

This is the same program as last years request

#### **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.**

Habitat is continually building relationships, partnering with businesses, faith communities and other philanthropic sources in support of its building program and seeking donations and sponsorship's. Some private funders are on a rotating schedule. Habitat will aggressively pursue funds needed for building as projected because that is the mission of Habitat and the funding model that supports the mission.

Habitat has a long-term contract with the North Carolina Housing Finance Agency and receives assistance with energy

features for each new house that applies for funding. We strongly believe this arrangement will continue through our fiscal year end 2021 and beyond. Additionally the NCHFA offers HFHFC an available loan fund to assist in the development needs of the organization. HFHFC often utilizes these zero interest loans to supplement out fundraising efforts when needed to meet target goals for construction.

The NCHFA loan funds are not recognized as revenue but help to leverage both the private and City funds.

Habitat's model of house and repair sponsorships as a fundraising tool raises the bulk of the remaining funding necessary to accomplish its goals. These sponsors come from private individuals, corporations, faith communities, and other philanthropic sources throughout the year. Additionally Habitat's team is continually seeking grant opportunities available through local and national foundations and as identified by Habitat for Humanity International. Habitat for Humanity of Forsyth County has a strong track record for being awarded these grants.

Additionally, the mortgage payments of our existing homeowners as well as the revenue generated from our three ReStores provide the resources to sustain our administrative needs to allow for the bulk of our annual fundraising to be dedicated to our programming for families.

Finally Habitat utilizes several fundraising events throughout the year, the Hammerbird 5K , the Blueprint Breakfast and the Drive One for Habitat golf tournament each generally raise enough revenue to fund at least one house per year and in the case of the blueprint Breakfast, two. In the coming Fiscal year, Habitat will be celebrating its 35th year as an affiliate and are planning a fundraising effort around that anniversary that we hope will line up future sponsorships to help us achieve a goal of 100 new homes in the next 5 years.

### **BARRIERS (3 POINTS)**

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

Habitat For Humanity's program is dependent of four major inputs to be successful.

1. The availability of land to build on and properties to acquire. While this has been a barrier for us in recent years, currently Habitat has sufficient property in inventory to cover our construction needs for the next one to two years. Acquiring sufficient properties in the Place Matters neighborhoods is the biggest risk we currently face but we do have those needs covered for the year this request represents. The need for a new larger tract of develop-able land to keep productivity high is a growing concern as Habitat builds out the remainder of lots in the Glenn Oaks neighborhood. Habitat is currently under contract to purchase the Stone Terrace II project North of Ogburn Station by the end of this year. If that purchase comes to fruition we will have 72 lots for construction over the next 5 years to keep us moving forward.

We are also working with Council Member Scippio on a revitalization plan for the Dreamland Park neighborhood that if implemented will also provide opportunities for land acquisition and new home construction. This is probably 2 years out from this point however.

2. Families qualified and active in the program. While recruiting sufficient partner families has been an issue in the past, we have been very successful over the last two years in building a large pool of families in program. Currently we have 34 families in the program which is our goal for our organization in the current year.

3. Volunteers necessary to complete the work. Habitat typically touches almost 4,000 unique volunteers per year in our mission and our corporate and faith based volunteer groups continue to be strong. Our barrier is in recruiting sufficient numbers of volunteers during the week days as most volunteers want to volunteer on Saturdays. Our Volunteer lodge for our Collegiate Challenge program has really helped us address this mid-week shortage with

students and service teams who come and stay with us a week at time to build during the week. We are also continuing to build our pool of experienced volunteer leaders called Cornerstone to help us with this barrier.

4. Funding for house sponsorships and repair programs. Funding is always that most difficult part of a non-profits agenda. To operate our program at the level we anticipate for 2020-2021 requires raising \$1,200,000 in building fund revenue alone. For most organizations, this is a capital campaign. For Habitat this is the every year requirement to serve families not including our cost of operations.

Habitat utilizes every tool imaginable to meet these goals which is why we ask the City for HOME funding year after year.

**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: | \$236,800   |
| Number proposed to be served for the year:     | 16          |
| Average City funds per beneficiary:            | \$14,800    |
| Proposed funds from all sources:               | \$1,104,000 |
| Number proposed to be served for the year:     | 16          |
| Average total funds per beneficiary:           | \$69,000    |

## F. Required Documents

Case Id: 10685

Name: Habitat 2020 HOME Funds Request - 2020/21

Address: \*No Address Assigned

Completed by kelly.mitter@habitatforsyth.org on 11/21/2019 4:34 PM

---

### F. Required Documents

---

Please provide the following information

---

#### Documentation

---

**Code of Conduct/Conflict of Interest Policy \*Required**

Conflict of Interest Policy.docx

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

990 Habitat Public Disclosure.pdf

**Organization By-Laws \*Required**

Habitat Bylaws 2015.docx

**Articles of Incorporation \*Required**

Articles of Incorporation Habitat for Humanity of Forsyth County.pdf

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

Habitat Forsyth Employee Handbook 090119.docx

**IRS 501(c)3 Designation Letter \*Required**

501 c 3 HABITAT FOR HUMANITY OF FORSYTH COUNTY.pdf

Audited financial statements or a third-party review **\*Required**

AUDIT19.final.pdf

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

**\*Required**

Habitat Forsyth Certificate of Existence SOSNC.pdf

Other

*\*\*No files uploaded*

## G. Community Development Only

Completed by [kelly.mitter@habitatforsyth.org](mailto:kelly.mitter@habitatforsyth.org) on 11/21/2019 9:17 AM

Case Id: 10685

Name: Habitat 2020 HOME Funds Request - 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       | 8              |
| 51% to 80% of median       | 8              |
| 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**

Our policies and procedures are designed to influence and determine all major decisions and actions, and all activities take place within the boundaries set by them. The purpose of our Family Selection Policy is to provide an overall guide for selection of homeowner partners. Staff and the Family Services Committee should follow these guidelines in making recommendations to approve families. Habitat for Humanity of Forsyth County (HHFC) selects families on the basis of basic requirements, ability to pay, need for adequate housing, and willingness to partner. The HHFC family selection process shall not discriminate with regard to race, color, religion, sex, age, handicap, familial status, or national origin.

#### Criteria

o Applicant(s) must:

o Be at least 18 years of age.

o Have a current lease in his/her/their name for at least one year. If an applicant is leasing a property owned by a relative, monthly proof of payment, in addition to standard landlord verification, will be required.

o Have Forsyth County area residency or permanent employment in the Forsyth County for at least one year.

o Be able to effectively communicate with Habitat staff and volunteers. If there is a language barrier, HHFC will assist in making arrangements for an interpreter. In compliance with Fair Housing regulations, HHFC will provide this service free of charge. Interpreters used by HHFC are independent contractors and are therefore not representatives of Habitat or the borrower. Note: Use of underage children (<18) as interpreters is not allowed.

o Be in compliance with Habitat's criminal background policy. Police reports will be obtained and evaluated on all adult applicants.

o Provide evidence of legal separation or divorce (or other legal releases as appropriate) if a spouse is not participating as an applicant.

#### Intake

Printed By: Hope Ann Walsch on 1/23/2020

o Application processing typically takes 30 days. HHFC will contact you by phone and email as we're processing your application if anything is missing. Once your application has been processed you will receive a letter in the mail to notify you about your status.

#### Orientation

o Attend an orientation with other people who are interested in purchasing a HHFC home. You will meet with a HHFC representative who knows the rules and regulations and can answer your specific questions.

### **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.**

As a part of HHFC's sweat equity component, each partner family completes several required homeowner education classes. These classes are designed to prepare families for financial responsibilities of becoming homeowners, how to best maintain their homes and acclimate into their new neighborhoods. Habitat's overall goal is to empower families to become knowledgeable and successful homeowners.

Our training focuses on programs that help homeowners by addressing topics ranging from home maintenance and repairs (plumbing, weatherization, internal and external maintenance, etc.), financial education and money management (budgeting, savings and credit, etc.), crime prevention, energy savings, and more.

Once families begin the homeownership process, they are assigned a Family Services Partner. The family partner will check in monthly with their assigned family. If they have any concerns or problems, the Family Services staff team is notified.

If families apply for homeownership and are denied, they are referred to The Center for Homeownership. The center guides potential homeowners through the homeownership process and provides education, information on financing options, community housing programs and homes that are available.

## H. Construction/Rehab Only

Completed by [kelly.mitter@habitatforsyth.org](mailto:kelly.mitter@habitatforsyth.org) on 11/21/2019  
11:42 AM

Case Id: 10685

Name: Habitat 2020 HOME Funds Request - 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 |
|--------------|---------|-----------------|-----------|---------------|
|--------------|---------|-----------------|-----------|---------------|

---

### Documentation

---

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

\*\*No files uploaded

Printed By: Hope Ann Walsch on 1/23/2020

**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 [kelly.mitter@habitatforsyth.org](mailto:kelly.mitter@habitatforsyth.org) on 11/6/2019 2:18 PM

**Case Id:** 10685

**Name:** Habitat 2020 HOME Funds Request - 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            |
|   | <b>\$0.00</b>     |

### 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            |
|   | <b>\$0.00</b>     |

## J. Rapid Rehousing and HMIS Only

Completed by kelly.mitter@habitatforsyth.org on 11/6/2019 2:18 PM

Case Id: 10685

Name: Habitat 2020 HOME Funds Request - 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            |

#### Rapid Rehousing Services

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

#### HMIS/Data Collection Budget

| HMIS Activity | City ESG Request | State ESG Request |
|---------------|------------------|-------------------|
| Staff Costs   | \$0.00           | \$0.00            |
| Equipment     | \$0.00           | \$0.00            |
| User Fees     | \$0.00           | \$0.00            |
|               | <b>\$0.00</b>    | <b>\$0.00</b>     |

## Submit

Completed by [kelly.mitter@habitatforsyth.org](mailto:kelly.mitter@habitatforsyth.org) on 11/22/2019 1:14 PM

**Case Id:** 10685

**Name:** Habitat 2020 HOME Funds Request - 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.

Michael Campbell

*Electronically signed by [kelly.mitter@habitatforsyth.org](mailto:kelly.mitter@habitatforsyth.org) on 11/22/2019 1:14 PM*