

# City of Winston-Salem

Community Agency

FY 2021 - 2022

Request for Funding and  
Application Instructions

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Prepared by the Budget and Evaluation Office

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336-747-7094



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

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## **FY 2021-22 REQUEST FOR PROPOSALS**

The City of Winston-Salem is accepting proposals for program and project funding for the fiscal year beginning July 1, 2020 and ending June 30, 2021. Proposals must be submitted to the City by **5:00 p.m. on Friday, November 20, 2020** using the online application: <https://portal.neighborlysoftware.com/winston-salem/participant>.

Project applications will be considered for non-profit, incorporated organizations that perform services in the public's interest. To be considered, the proposed project or service must:

- (1) Provide a service or program that the City does not currently provide;
- (2) Contribute significantly to the quality of life of all City residents; or
- (3) Contribute directly or indirectly to the revenue base of the City.

This Request for Proposals (RFP) includes several potential funding sources.

### **FUNDING SOURCES**

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

This RFP covers requests for funding that will be derived from Federal Fiscal Year 2021 allocations from the federal CDBG and HOME entitlement programs. Proposals must be consistent with the objectives and requirements of the funding program. For the CDBG Program, the primary objective of the program is the development of viable communities by the provision of decent housing, a suitable living environment, and expanded economic opportunities, principally for persons of low- and moderate-income. More information on the CDBG Program is available at: <https://www.hudexchange.info/programs/cdbg-entitlement/>. The purpose of the HOME Program is to expand the supply of decent, safe, sanitary, and affordable housing for very low-income and low-income citizens. More information on the HOME program is available at: <https://www.hudexchange.info/programs/home/>.

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

This RFP covers requests for funding for City and State ESG funds. City ESG funds will be allocated for the year beginning July 1, 2021 and State ESG funds will be allocated for the year beginning January 1, 2022. All ESG proposals and projects will also be subject to state requirements, as appropriate. The ESG program provides funding to: (1) engage homeless individuals and families living on the street; (2) improve the number and quality of emergency shelters for homeless individuals and families; (3) help operate these shelters; (4) provide essential services to shelter residents, (5) rapidly re-house homeless individuals and families, and (6) prevent families/individuals from becoming homeless. Transitional housing is not eligible for funding. Any agency that will receive funds must submit an application. Separate applications must be submitted for City ESG funds and State ESG funds for each program or project. More information on the ESG program is available at: <https://www.hudexchange.info/programs/esg/>.

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

This RFP covers requests for funding for the fiscal year beginning July 1, 2021 and ending June 30, 2022. In an effort to ease the transition of previously incarcerated citizens and address public safety, the City of Winston-Salem has made grant funding available. Previously incarcerated persons face many barriers each day as they re-enter the community. Due to a shortage or absence of educational, vocational, therapeutic, and employment training services this population so urgently needs, these barriers can be difficult to overcome. Former offenders who are released into the community without access to the appropriate and necessary tools to be productive members of society have a greater potential to become threats to public safety and are at risk to reoffend.

## **FUNDING PROVISIONS**

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

## **ENVIRONMENTAL REVIEW**

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

## **ELIGIBILITY**

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

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

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

## SEED FUNDING

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

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

## SCORING

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

Rating Factors	Maximum Points
Project overview, soundness of approach and quality of proposed program/project in relation to the identified need	20
Strategy to assist the community in addressing an identified need and meeting objectives	20
Capacity of the applicant, relevant organizational experience, and past performance	20
Cost effectiveness, leveraging funding, and sustainability	25
Other – Overall impression and completion of all materials required	15
Total	100

## TECHNICAL ASSISTANCE

The City will offer technical assistance to any organization requiring help to complete the application. It should be noted that the receipt of assistance from the City **does not** guarantee that an application will be successful or that an award will be granted. If your organization would like assistance or has any questions regarding the application process, please attend the Technical Workshop on Thursday, November 5, 2020 that is virtual through Zoom. The workshop will begin at 2:00 p.m. Please direct any additional questions to Rene’ Williams at (336) 747-7094 or [renew@cityofws.org](mailto:renew@cityofws.org).

## SUBMISSION PROCEDURE

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

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

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

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

## **ALLOCATION PROCESS AND TIMELINE**

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

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

**October 19, 2020:** Request for Proposals distributed

**October 22, 2020:** Orientation Workshop held

**November 5, 2020:** Technical Workshop held

**November 20, 2020, 5:00pm:** Application submission deadline

**December 2020:** Completed applications evaluated by Review Panels

**January 2021:** Community Agency Allocation Committee review begins

**April 2021:** Recommendations for award of federal housing funds forwarded to the Mayor and City Council for review and approval

**May 2021:** Recommendations for award of other funding sources (i.e. general fund, occupancy tax, housing finance assistance fund) forwarded to the City Manager for inclusion in proposed FY 2021-22 budget

**June 2021:** Mayor and City Council approve FY 2021-22 budget, including allocations to community agencies

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

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

If you have any questions about the application, please contact Rene’ Williams, Budget and Evaluation Analyst, at 336-747-7094 or by email at [renew@cityofws.org](mailto:renew@cityofws.org).

## **APPLICATION INSTRUCTIONS**

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

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

### **Section A: Organization and Contact Information**

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

### **Section B: Project Overview (20 points)**

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

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

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

Provide a summary of your request indicating the proposed project/program, who it serves, how much you're requesting and how the funds will be used. Clarify the steps that will be taken to engage participants, how the participants will use the service, and the number of participants to be served.

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

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

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

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

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

*Your responses in this section should address the following:*

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

#### **STRATEGY (5 points)**

Indicate how the project/program is applicable to the City and its goals/strategic objectives. Please refer to the "2019 Update to the City of Winston-Salem 2017-2021 Strategic Plan" for descriptions of the City's strategic focus areas and associated objectives and priorities. A copy of the Plan is available for reference online: <http://www.cityofws.org/Departments/Performance-and-Accountability/Strategic-Planning>.

**PERFORMANCE (15 points)**

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

Performance Measures Table

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

**Examples of Performance Measures:**

Stated Program Goals	Program Activities in Support of Goals	FY 19-20 Previous Year Actuals	FY 20-21 Current Year Projected	FY 21-22 Next Year Anticipated Results
Provide case management for low-income families to secure and maintain stable housing	Meet with clients weekly; assist with developing budget; address financial barriers	Served 45 families	Serve 50 families	Serve 55 families
Provide racial diversity education to all 9th grade students in Forsyth County	Teach monthly interactive workshops on racial diversity on a rotating basis	95% of Forsyth County students participated in a training	98% of Forsyth County students participate in a training	98% of Forsyth County students participate in a training
Decrease the number of violent incidents reported that involve counseled juveniles during counseling and the following six months	Provide weekly case management and behavioral counseling sessions, as well as educational programs for students	Total violent incidents decreased from average of 6 to 4 incidents	Total violent incidents decrease from average of 6 to 3 incidents	Total violent incidents decrease from average of 6 to 2 incidents
Encourage revitalization of downtown commercial district to create a thriving business district and community space	Arrange the purchase and development of vacant downtown storefront space for retail business	Purchased and developed 5,000 square feet of storefront	Purchase and developed 6,000 square feet of storefront	Purchased and developed 6,000 square feet of storefront
Increase number and diversity of art museum visitors from each county in the Triad region	Expand marketing and outreach efforts to encourage more diverse audiences	40,000 total visitors; 15% from outside Forsyth county	43,000 total visitors; 20% from outside Forsyth county	40,000 total visitors; 22% from outside Forsyth county
<p><b>FY 19-20 Program Accomplishments</b> - This element should be used to point out specific achievements that were part of your goals and activities but were not reflected by the performance measures. Examples of such achievements would include, but are not be limited to, awards received by the organization related to the activity, reorganization of staff for the activities, renovation or construction of facilities, and receipt of new grants to support the activities.</p>				
<p><b>FY 21-22 Key Objectives</b> - Key objectives are the major work items to be undertaken in the coming fiscal year. If improvements in service are shown in the performance measures, use this space to describe how the improvements are to be accomplished. For example, if an organization plans to serve more people by extending its operating hours or by increasing its volunteer staff, it should be noted here.</p>				

## Section D: Organizational Capacity (20 points)

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

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

### MISSION (5 points)

Organizations that have existing mission statements should use that statement to complete the section. Organizations that have not adopted a mission statement should develop a statement for the application that covers the full mission of the organization, not just the programs to be funded by the City. The mission statement should be brief but should identify the purpose of the organization, who it serves, and how that service is provided.

### FUNCTION (5 points)

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

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

### STRUCTURE (5 points)

#### Personnel

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

#### Diversity of Employment Information

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

#### Employment Profile

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

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

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

**ABILITY (5 points)**

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

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

**BUDGET AND FUNDING (10 points)**

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

This chart should reflect the current year budget, the projected year-end actuals, and the proposed upcoming-year budget for all operating expenditures and revenues of the organization, even if the grant applied for will be solely devoted to one activity. Operating expenditures are those program and administrative expenditures that are incurred to continue the ongoing operations of the organization. Purchases of pieces of equipment with a value of \$5,000 or greater should be shown on the capital outlay line. In general, all expenditures that support operations should be included as part of the operating budget; however, the following types of expenses should

not be included:

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

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

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

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

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

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

Revenues other than City support should be separated into the stated categories, not simply shown in the other category. Do not include revenues that are not used to cover operating expenditures, such as:

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

If the organization currently receives City support, but it is not known whether all of this support came from the City’s General Fund or federal funding sources, please contact the City Budget Office at 336-747-7094 to confirm the funding source.

## **Section F: Required Documentation**

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

## **Section G: Addendum for Income Based Projects/Services**

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

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

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

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

1. City financial assistance generally will be in the form of a loan, provided on a "gap" basis once all other available funding is applied to the project cost. A final determination of the loan terms will be based on a finalization of cost and other financing sources to assure that no more funding is provided than necessary.
2. Federal funding may be used to fund the project. If so, compliance with all applicable regulatory requirements will be required. This includes, but is not limited to, HUD Contractor-Consultant certification standing, Minority/Women's Business Enterprise (M/WBE), Section 504, Americans with Disabilities Act, Uniform Relocation Act, and Fair Housing regulations as well as the following requirements:
  - i. Please be aware that the City must strictly enforce the provisions of 24 CFR Part 58. This regulation requires that an Environmental Review be completed and a Release of Funds be made before any choice-limiting action pertaining to a specific site is taken by you or anyone else as of the date of this application. Choice-limiting actions are defined by HUD as property acquisition, demolition, movement, rehabilitation, conversion, repair, or construction prior to the environmental clearance. Any violation of this provision will result in the automatic denial of this funding request (or de-obligation of federal funds, if already awarded). Please call City of Winston-Salem Community Development if you have any questions about this requirement.
  - ii. Depending on the source of funds and number of units, the project may be required to comply with Davis-Bacon labor standards. You should consult with Community Development staff prior to submission of a proposal, as this requirement may impact project costs.
  - iii. Depending on the amount of funds to be expended for housing construction, rehabilitation or other public construction, federal Section 3 provisions will require that, to the greatest extent feasible, preference in employment and contracting opportunities be given to low- and very low-income persons or businesses residing in Forsyth County. A percentage goal for the project will be discussed prior to a funding commitment.

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

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

If you have any questions, please contact Rene' Williams, Budget and Evaluation Analyst, at 336-747-7094 or by email at [renew@cityofws.org](mailto:renew@cityofws.org).

**SAMPLE EXHIBIT B. Work Program for FY 2020-21.**

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

Stated Program Goals	Program Activities in Support of Goals	PERFORMANCE MEASURES		
		FY 19-20 Previous Year Actuals	FY 20-21 Current Year Projected	FY 21-22 Next Year Anticipated Results
<i>Example: At least 20 families in the program will maintain permanent housing for a minimum of 12 months</i>	<i>Case managers provide mentoring, budget counseling, employment assistance, and tutoring</i>	<i>18 families maintained housing for a minimum of 12 months</i>	<i>18 families will maintain housing for a minimum of 12 months</i>	<i>20 families will maintain housing for a minimum of 12 months</i>
<i>Example: Operate a museum attracting increasing numbers of visitors from the entire Triad region while recovering a reasonable portion of operating costs from visitor revenue</i>	<i>Provide rotating and permanent exhibits, educational programs for students, after hours events, and opportunities for diverse audiences to engage.</i>	<i>15% of visitors were from outside the City; Recovered 50% of operating cost from visitor revenue.</i>	<i>20% of visitors were from outside the City; Recovered 50% of operating costs from visitor revenue.</i>	<i>25% of visitors are from outside the City; Recover 60% of operating costs from visitor revenue.</i>
<ul style="list-style-type: none"> <li>- Goals for each activity should express what the program/activity is designed to accomplish</li> <li>- Goals should be specific and relate to the program activities and performance measures in the next elements.</li> </ul>	<ul style="list-style-type: none"> <li>- These are the activities or services provided by the organization to accomplish the stated program goals.</li> </ul>	<ul style="list-style-type: none"> <li>- Provide measures that reflect your progress in accomplishing your stated program goals. Include measures such as:                             <ul style="list-style-type: none"> <li><b>Workload Measures</b> indicate the quantity of work completed by an organization.                                     <ul style="list-style-type: none"> <li>- Number of people served</li> <li>- Hours of counseling provided</li> <li>- Art inventory maintained and displayed</li> </ul> </li> <li><b>Efficiency Measures</b> indicate how productive an organization is at providing a project/program.                                     <ul style="list-style-type: none"> <li>- Cost to organization per person served</li> <li>- Revenue as a percent of total cost of operation</li> <li>- Cost to organization per workshop provided</li> </ul> </li> <li><b>Effectiveness Measures</b> indicate whether the activities of an organization are achieving the desired outcomes; or indicate the quality of service provided.                                     <ul style="list-style-type: none"> <li>- Percentage of public school students receiving two hours of racial diversity training</li> <li>- Number of case management clients maintaining housing after 6 months</li> <li>- Grade Point Average increase over prior semester</li> </ul> </li> </ul> </li> </ul>		
<b>FY 19-20 Program Accomplishments:</b>				
<b>FY 21-22 Key Objectives:</b>				

**SAMPLE EXHIBIT A. Budget for FY 2021-22**

Please complete the table to show the organization’s operating budget.

<b>Expenditures by Program</b>	<b>Budgeted FY 20-21</b>	<b>Projected Actuals FY 20-21</b>	<b>Proposed Budget FY 21-22</b>
Program Services	800,501	815,122	865,120
Fundraising	650	650	650
Management and General	252,960	250,911	255,400
<b>Total Expenditures (Should match Total Expenditures by Category)</b>	<b>1,054,111</b>	<b>1,066,683</b>	<b>1,121,170</b>
<b>Expenditures by Category</b>	<b>Budgeted FY 20-21</b>	<b>Projected Actuals FY 20-21</b>	<b>Proposed Budget FY 21-22</b>
Employee Salaries and Wages	590,651	570,964	605,182
Employee Benefits	236,260	228,386	242,073
Facility Rent and Utilities	112,020	110,669	115,669
Training and Conference Registration	2,500	2,231	2,500
Memberships and Dues	2,750	2,750	2,750
Travel and Transportation	13,298	15,070	14,715
Grants To Individuals and Organizations	48,150	50,198	50,500
Contracted Fundraising Services	0	0	0
Goods Purchased for Resale	0	0	0
Other Contracted Services	30,150	32,800	34,765
Other Operating Expenditures	18,332	53,615	53,016
Capital Outlay			
<b>Total Expenditures (Should match Total Expenditures by Program)</b>	<b>1,054,111</b>	<b>1,066,683</b>	<b>1,121,170</b>
<b>Revenues by Category</b>	<b>Budgeted FY 20-21</b>	<b>Projected Actuals FY 20-21</b>	<b>Proposed Budget FY 21-22</b>
City of Winston-Salem	95,527	103,401	161,240
Forsyth County	48,381	42,989	67,563
State of North Carolina	0	0	0
Federal Government	352,623	369,459	392,588
Admissions/Program Revenue/Sales	17,552	15,233	17,986
Memberships	0	0	0
Donations	154,680	162,977	164,987
Foundation Grants	188,633	137,645	118,145
Interest and Investment Income	644	621	659
Parent Organization	0	0	0
Other	196,071	234,358	198,002
<b>Total Revenues</b>	<b>1,054,111</b>	<b>1,066,683</b>	<b>1,121,170</b>

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



Within each column, each of the “Total” lines must be equal.

