

A. Organization & Contact Information

Case Id: 11137
Name: City with Dwellings - 2021/22
Address: *No Address Assigned

Completed by cwdcommunityfirst@gmail.com on 11/16/2020 8:28 PM

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

City with Dwellings: A Community First Initiative

A.2. Project/Program

Street Outreach

A.3. FY 2021-22 Funding Request Amount

\$32,000.00

A.4. Agency's Total Operating Budget

\$525,000.00

A.5. Mailing Address

PO Box 20061 Winston-Salem, NC 27120

A.6. Project/Program Location Address

520 North Spring Street Winston-Salem, NC 27101

A.7. Organization Website

<https://www.citywithdwellings.org>

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

2017

A.9. Organization Fiscal Year

Jan 1 - Dec. 31

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Tracy Mohr, Transitional Executive Director

A.13. Email

tracy@citywithdwellings.org

A.14. Phone

(336) 577-8648

CONTACT

A.15. Name, Title

Tracy Mohr

A.16. Email

tracy@citywithdwellings.org

A.17. Phone

(336) 577-8648

BOARD CHAIR

A.18. Name

Scott Seawell

A.19. Term Expiration

03/01/2022

A.20. Email

scottseawell@gmail.com

A.21. Phone

(336) 817-9566

B. Project Overview

Completed by cwdcommunityfirst@gmail.com on 11/20/2020 1:20 PM

Case Id: 11137

Name: City with Dwellings - 2021/22

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?

This proposal respectfully requests for continued funding for City with Dwellings' Street Outreach Specialist at 50% salary, and for continued funding for part-time HMIS data management to meet the needs of the entire organization.

There has been a significant increase in the number of unsheltered individuals in our community who are living on the streets, camping, or in other places not meant for human habitation. City with Dwellings, in collaboration with the Empowerment Project, has identified 218 street-homeless persons, by name, in our community who are currently living in encampments, under bridges, and in abandoned buildings.

A primary goal of CwD's street outreach is to reach people who might not otherwise seek assistance. Our street outreach team works to meet immediate basic needs, provide crisis intervention, and connect people who are unsheltered to essential services such as medical care, clothing, food, and shelter. We consistently meet these individuals where they are and over time build mutual, trusting relationships which help facilitate a person's transition to mainstream services and permanent housing. Decreasing the length of time an individual experiences the crisis of homelessness is not only ideal for the individual, but for the overall community as well.

CwD's Street Outreach Specialist is part of a multi-disciplinary team that pro-actively engages and encourages homeless individuals to accept and receive services to improve their immediate circumstances and, over time, to resolve their homelessness. This position works closely with CwD's Director of Diversion and Outreach and the Diversion Specialist.

The Street Outreach and Transportation Specialist will continue to:

- Screen and conduct intakes and assessment interviews with homeless individuals, including medical/mental health history to identify social service and housing needs and make appropriate referrals.
- Utilize evidence-based practices in service delivery such as intensive case management, Motivational Interviewing, Harm Reduction, Critical Time Intervention and Housing First practices.
- Provide services focused on enhancing the clients' ability to independently problem solve, utilize effective coping skills, and manage and self-coordinate care.
- Assist guests in obtaining documentation to begin the housing process.
- Provide transportation to physical and mental health appointments, the DMV, Social Security Office, and local resources and services based on an individual's needs and goals.

This request for funding also supports the continuation of a part-time data assistant to manage both qualitative and quantitative data gathered by CwD's Diversion and Outreach team and HEARRT Project. The data assistant utilizes the Homeless Management Information System (HMIS) to capture CwD's data, which is shared with the Winston-

Salem/Forsyth County's Continuum of Care. Accurate data collection enables CwD to work closely with Community Intake Center to assess, prioritize, and determine the most appropriate response to each homeless person's immediate housing needs. This system of coordinated entry is recognized as a best practice which can improve collaboration and efficiency within systems.

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

CwD's Diversion and Street Outreach program receives referrals by word of mouth, partner agencies, downtown faith communities, law enforcement agencies, hospitals, the Empowerment Project, The United Way's Housing Matters Team, and our partner agencies in the Continuum of Care.

CwD engages one-on-one with individuals experiencing homelessness in order to fully understand the unique needs and circumstances he or she must overcome to successfully access housing, health and employment resources. This person-centered approach builds trust and creates meaningful community with homeless individuals across a diverse network of volunteers, enabling CwD to effectively facilitate a coordinated community response to help house individuals and reduce recidivism.

The Winter Emergency Overflow Shelter has historically been an entry point for persons who are homeless or in crisis and often the first step a person takes to resolve their homelessness. CwD checked in 568 men and women in the 2019/20 winter shelter season. We provided much needed shelter for 206 persons last season and placed 362 in local shelters.

CwD's Community First Center, conveniently located in downtown Winston-Salem, welcomes engagement and is another point of access which encourages relationships and provides consistent community for our city's most vulnerable citizens. Our organization has adapted and responded to the harsh realities of the COVID-19 pandemic. Our doors have remained open throughout the pandemic, and we've continued to adapt as many of those changes have become a "new normal." We remain committed to helping individuals re-enter the housing process, serving as a hub for mail, offering access to computers, telephones and one on one assistance. Our staff and volunteers continue to support persons in obtaining IDs and vital documents necessary to access resources.

Working out of the CFC over the past nine months, City with Dwellings' Diversion and Street Outreach team has helped 56 individuals find better solutions to their homelessness by connecting them with family or friends. Sometimes the cost of a bus ticket helps someone avoid a mass shelter stay, which is critical during the COVID-19 pandemic. The team has supported 27 individuals in their transition into housing, while providing assistance with rent deposits, partial rent, utility arrears and other barriers that can prolong an individual's experience of homelessness. The team goes out into the community several times a week to check on and engage unsheltered individuals. Often these visits result in CwD providing assistance and transportation support to connect an unsheltered individual to resources.

CwD serves as not only an entry point, but a primary way for individuals to access consistent supportive services. As COVID restrictions ease, we look forward to resuming group programs and increasing the number of people we can invite into the space safely. Until then, the CFC will continue to be a hub of connection and care for the most vulnerable in the community.

B.3. Below, please provide anticipated service metrics into the appropriate fields.

Where applicable, applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes

do not align with goals, please be prepared to provide a written summary of shortcomings. If applicable and serving individual clients over a period of time.

Average Number of Participants Served at a Single Time

1

Maximum Number of Participants to Be Served at a Single Time

2

Unduplicated Total Number of Participants to Be Served During the Program Year

218

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.

City with Dwellings serves single adult men and women experiencing homelessness. We also assist married and unmarried couples and, occasionally, homeless single women with children.

The number of street homeless individuals has dramatically increased since the onset of the COVID-19 pandemic. There are currently 218 street homeless individuals on a by-name list created by City with Dwellings, The Empowerment Project, and the Community Intake Center.

CwD Street Outreach works to connect with all individuals who are street homeless, but intentionally reaches out to individuals who are chronically homeless and have difficulty accessing traditional services. These individuals have often been frequently institutionalized, use emergency medical services as primary care, are reluctant to utilize emergency homeless shelters, and lack official identity documentation. Many struggle with severe and persistent mental illness or cognitive impairment and have been banned from our Continuum of Care's year-round shelters. Severe and persistent mental illness can create additional barriers to health, housing, and employment. Many resort to self-medicating with illegal substances or abuse alcohol, which only worsens their mental and physical health.

100% of street homeless persons are financially disadvantaged; the majority have a monthly income below the National Poverty Rate of \$1,011/month, or receive no income. Many present with physical disabilities and some are cognitively impaired.

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.

Prior to CwD receiving a grant from the city for street outreach, only one organization, The Empowerment Project, focused on street outreach work in The Winston-Salem Forsyth County Continuum of Care. City with Dwellings has always engaged with persons who are street homeless, but did not have a dedicated staff member focused on that population. The support received for this Street Outreach profession allows us to consistently reach out to this underserved population.

Over the past several years, City with Dwellings has worked with the Community Intake Center (CIC) to create a by-name list of individuals who are chronically homeless. Last year, there were an estimated 60-80 individuals who were chronically homeless. These individuals are frequent users of emergency medical services, require interventions by the police, and burden the courts and jails with petty crime. Based on conservative estimates Without intervention, these individuals can collectively accrue over \$2.4 million in hospital costs annually.

It is difficult to predict how the pandemic will impact the overall homeless population long-term. It is also difficult to assess the current spike in the number of street homeless individuals. The CoC's mass shelters have reduced their capacity in response to the pandemic and the high risk of congregant shelters. This creates a significant number of homeless individuals who are unsheltered and disconnected from services. Without access, these individuals will be unable to receive medical care, peer support, housing assistance, mental health services, and more. Street outreach is vital to the work of combatting homelessness.

COLLABORATION (6 POINTS)

B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

The COVID-19 pandemic has had a positive impact on the level of collaboration within the CoC. For CwD, this includes partnerships with existing full time shelters, faith communities, city and county services, health providers, and other nonprofit organizations serving individuals experiencing homelessness. These collaborations contribute significantly to the program efficiency and data collection, which allows for coordinated assessment, targeted services, and measurable progress.

The utilization of the HMIS system throughout the CoC provides for a central collection of data and effective management. With a dedicated part-time data assistant to manage both the qualitative and quantitative data collected in the HMIS, City with Dwellings can identify, target, and track individuals as they move through varying stages from street homelessness, sheltered, and housed.

Our Street Outreach and Diversion team also work with our partners within the CoC to identify and address the healthcare needs of our homeless population. According to recent research by the National Institutes of Health, individuals experiencing homelessness are more susceptible to diseases, have less access to health care, and are more difficult to treat, all due to the nature of homelessness. These conditions include chronic disease, mental health, and the current risk of COVID-19, made even more dangerous and unpredictable in a congregant shelter or street homeless situation. Furthermore, individuals experiencing homelessness often resort to emergency medical services. CwD's street outreach, in collaboration with CoC partners, can provide access to preventative and primary medical care and reduce the community impact of inadequate medical care for individuals experiencing homelessness.

IDIS Setup

No data saved

Case Id: 11137

Name: City with Dwellings - 2021/22

Address: *No Address Assigned

IDIS Setup

Please provide the following information

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE

C. Strategy and Performance

Completed by cwdcommunityfirst@gmail.com on 11/20/2020 2:34 PM

Case Id: 11137

Name: City with Dwellings - 2021/22

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):

Safe and Secure Community

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 the stated program goals provided in C.5. are not achieved.

The goal of City with Dwellings is to build community consistent with restorative practices to end homelessness in Winston-Salem, one person at a time, with a welcoming spirit, low barrier access, and a person-centered approach.

The Street Outreach Specialist will use this approach when working with unsheltered homeless individuals and will engage with a minimum of 20 persons each month. A contact log will be submitted to the city each month.

Information related to unsheltered community members will be entered into HMIS by the Data Assistant. If goals are not achieved then engagement strategies will be evaluated by the Director of Diversion and Outreach and altered if appropriate.

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.

City with Dwellings tracks the Street Outreach Specialist's engagement with unsheltered homeless person in HMIS. Data detailing contacts and activities is entered daily, and data on the number of unique individuals checking in, Additional information is gathered if the Street Outreach Specialist assists with transportation needs.

Reports documenting the Street Outreach Specialist's activities and the number of individuals they engage with are shared with the city each month.

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.

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
Twice-weekly check-ins with unsheltered individuals in encampments, under bridges or wherever they reside.	Street Outreach Specialist engage and connect individuals to appropriate resources related to health or housing.	During the 2019 Calendar year 1,389 unique individuals visited the CFC, 444 were first time visitors. 458 self-reported reported as homeless and unsheltered. At the time we had one staff member doing outreach, and connected with 20 unsheltered person per week.	Our work will look different this year due to the pandemic. Outreach will continue off-site visits to meet individuals where they reside, CwD will run a Winter Shelter for 40-50 homeless persons, the majority of those individuals unsheltered. Goals for that group related to housing and health stability	Depending on the pandemic, the economy and availability of resources, CwD anticipates increasing its impact by utilizing volunteers to engage with individuals and connect them to resources.
Expand access to housing opportunities, food, and health care resources. Engaging with unsheltered individuals we are able to agree to enter the Winter	Weekly outreach by DEAC, a WFUBMC clinic led by students. Set up and access to my chart and telemedicine at the Community First Center	Did not have dedicated street outreach staff .	Continued engagement with individuals who remain unsheltered, assess needs and match with appropriate supportive resources.	Again, the pandemic makes projections difficult, but goal is to continue collaborating with partner providers to identify and engage all individuals who are unsheltered.

Hotel Shelter.	Transportation to medical appointments.			
----------------	---	--	--	--

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	1,389	413
FY 20-21 Current Year Projected Results	975	450
FY 21-22 Next Year Anticipated Results	1,200	550

C.6. FY 19-20 Program Accomplishments

Since the onset of the pandemic in 2020 CwD has welcomed 95 newly homeless persons to the CFC. Assisted 260 obtain vital documents such as birth certificates, ID's and social security cards. CwD has diverted more than 56 persons year-to-date away from congregant shelters, assisting them with travel to family or friends and a safer housing option. Diversion staff have assisted 27 individuals with housing deposits, fees, utility arrears or other obstacles delaying their ability to obtain housing.

CwD team partnered with the City of Winston-Salem, The Bethesda Center, Samaritan Ministries and CwD volunteers in the creation and operation of a medically fragile shelter for over 70 homeless individuals with conditions that make them highly susceptible to the complications if they were to contract the COVID-19 virus.

C.7. FY 21-22 Key Objectives

CwD strives to be an organization that is able to adapt and respond to changing circumstances. For the 2020/21 winter shelter season, our Diversion and Outreach team has been working with partner providers in the Continuum of Care to identified individuals who desperately need shelter and are not likely to find it elsewhere. Up to 40 individuals each night from December 1 to March 31 will be housed in a local motel, and our community and church partners will continue to provide hot meals three times a day. Inspired by our HEARRT project, peer support specialists will be onsite at the motel to connect our guests with resources and to help them continue on the path to permanent housing. Because the rooms are equipped with small kitchens, this shelter model offers us a unique opportunity to help our guests acquire the life skills necessary for independent living.

Unfortunately, there are more than 40 individuals who can't connect with permanent shelter during the winter months. Staff and volunteers at the Community First Center will work with the Diversion team to support these individuals with resources and community. On the winter nights when temperatures and weather conditions are particularly dangerous, CwD will work with the city of Winston-Salem to coordinate emergency shelter.

D. Organizational Capacity

Completed by cwdcommunityfirst@gmail.com on 11/20/2020 2:39 PM

Case Id: 11137

Name: City with Dwellings - 2021/22

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?

City with Dwellings works to end the crisis of homelessness in Winston-Salem and Forsyth County, building supportive, sustained community with individuals experiencing homelessness. Our work began in 2012/13 in response to the critical need for winter emergency shelter in WS/FC. CwD mobilized congregations, community groups and civic organizations to create a multi-site shelter outreach that has operated for the past seven winter seasons.

COMMUNITY FIRST CENTER

The CwD Community First Center (CFC) opened in the spring of 2017 and continues to be a year-round portal of entry for homeless individuals trying to access resources and begin the housing process. The CFC's doors have remained open throughout the pandemic and continues to be a hub of connection and care for the most vulnerable in the community.

WINTER SHELTER 2020/21

The winter shelter season of 2020-21 is unlike anything CwD has done before, as our partner sites cannot safely provide shelter due to the pandemic. For the 2020/21 winter shelter, our Diversion and Outreach team has been working with partner providers in the CoC to identify highly vulnerable and hard to serve homeless individuals who need shelter and are not likely to find it elsewhere. CwD will shelter between 40-50 individuals each night from December 1 to March 31 in a local motel. Community and church partners will continue to provide hot meals three times a day. Inspired by our HEARRT project, peer support specialists will be onsite at the motel to connect guests with resources and to help them continue on the path to permanent housing.

HEARRT PROJECT

CwD, WFUBMC Empowerment Project, and the United Way's Housing Matters Initiative joined forces in 2019 to create the HEARRT (Housing Emergency Assistance Rapid Response Team) Project, which focuses chronically homeless people in our community who have been living on the streets for an extended period of time. It is an immediate intervention for highly vulnerable and chronically homeless persons in our community. CwD employs a Peer Support Specialist who lives onsite to provide 24-hour assistance to residents living in the HEARRT units. HEARRT currently has four residents.

DIVERSION AND STREET OUTREACH

CwD believes in meeting people where they are, and helping them get where they want to be. Sometimes, that need is immediate shelter and sometimes, it's reconnecting individuals with friends, family, and community that supports their housing and health goals. The importance of diversion strategies became abundantly clear at the onset of COVID

19. Congregant shelters began reducing their numbers to reduce risk, and diversion increased their efforts to help individuals avoid entering the shelter system. As of November, 2020, City with Dwellings has diverted more than 50 individuals to a better solution to their homelessness.

Street Outreach helps fill gaps between service providers and the street/shelter population. CwD's dedicated Street Outreach Specialist works partners closely with case managers, ACT teams, guardians, the Winston-Salem Police Department, emergency services, hospitals, and mental health professionals to consistently offer care to the growing population of unsheltered individuals living in encampments, abandoned building, under bridges and other places unfit for human habitation. This program supports the holistic and integrative approach central to the mission of CwD, and increases our knowledge and effectiveness.

FUNCTION (5 POINTS)

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

8 years; we received our 501(c)3 exempt status in 2017.

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

City with Dwellings uses a community-building model in our approach to working with homeless individuals in its programs, particularly the Winter Emergency Overflow Shelter (WEOS) and the Community First Center (CFC). Our programs benefit the City of Winston-Salem and its citizens in four significant ways.

First, CwD provides additional Winter Emergency Overflow Shelter from December 1 through March 31 each year, partnering with local congregations to shelter as many as 90 men and women each night. Last season (2018/19) CwD checked in 660 for Overflow Shelter, provided shelter for 287 placed 346 in local shelters, diverted 27 to other resources.

Second, CwD provides support year-round for individuals experiencing homelessness at the Community First Center (CFC). As of November 1, 2019, 956 unique individuals visited the CFC for support in navigating a complex system of housing, health and employment resources. The CFC receives mail and assists individuals in their efforts to obtain birth certificates and identification required to start the housing process. Transportation to the DMV, Social Security Office and some existing resource providers is offered during the week. A variety of programs connect and engage individuals in practical life-skills as well as innovative art, horticultural, and music therapy experiences.

The third way CwD's work benefits the city and its citizens is through Street Outreach, led by CwD's Case Coordinator. It is one of CwD's greatest strengths, as this role facilitates effective collaboration with existing resource providers and meaningful engagement with individuals experiencing homelessness. Each of our programs seek to connect individuals to available resources which address his or her unique situation. This person-centered approach works to maximize, not duplicate the resources and services available in Winston-Salem and Forsyth County.

Finally, CwD's programming philosophy is based on a highly participatory community model, made possible by a strong volunteer network. In the 2018/19 WEOS over 850 individuals and 167 organizations volunteered at one of the four WEOS sites and 90 individuals volunteered at the CFC regularly. Based on the annual report generated by the Independent Sector, the estimated value volunteers and partner organizations contribute to CwD's programs is more than \$950,000. Since CwD's inception more than 2,200 individuals have volunteered in one of our programs. CwD's programs offer a unique platform that brings volunteers who have landed jobs, maintained a lease, or managed debt into community with individuals in crisis. Building trusting relationships and sharing social capital helps support individuals in their efforts to regain stability, and achieve goals. CwD's work with volunteers and persons experiencing homelessness makes a significant positive impact in the lives of individuals in crisis that can't be measured in dollars but in accomplished goals, accountability, a sense of belonging, and lives changed by greater stability, health and self-determination.

A community-building model in our programs to assist individuals experiencing homelessness combined with focused efforts to engage the wider community in this work result in a stronger, better city for all of Winston-Salem's citizens.

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Director of Diversion and Outreach		40	0.00 %
Diversion Specialist	Works with homeless persons to provide diversion assistance or one-on-one resource navigation and case coordination throughout the housing process.	40	0.00 %
Street Outreach and Transportation Specialist		40	50.00 %
Data Assistant	Part-time HMIS data entry and homeless data management	10	75.00 %

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
Tracy Mohr	Transitional Executive Director	\$25,000.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

Org Chart 11.1.20.docx

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.

When positions are approved by the Board of Directors, a team of board members creates the job description, which is approved by the Board. The job description is posted on the organization website, shared with the City of Winston-Salem, United Way, Continuum of Care, local colleges and universities and in some cases websites like Indeed.com.

Candidate applications and resumes are evaluated for ability to perform the functions required and relative experience. There is no discrimination based on gender, race, religion, sexual orientation or ethnicity. A Board Committee screens the applications and conducts interviews with qualified applicants. The candidate chosen for the position is recommended for board approval.

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				2		
Professionals	2	2		1		
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time						

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals				2		
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp						

D.8.

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

2020 Board of Directors 8.26.20.docx

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

12

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."

CwD currently operates this Diversion and Outreach program. This position is currently funded by a community agency grant at approximately 50% of full time salary and CwD is requesting continued funding for this position. We are also seeking the continued support for a part-time data assistant to manage the organization's HMIS, qualitative and quantitative data.

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?

CwD is a low-barrier organization. All are welcomed at the Winter Emergency Overflow Shelter and The Community First Center regardless of age, race, color, religion, national origin, gender, marital status, sexual orientation, physical and mental challenges, socio-economic status, or any other cultural descriptors. Everyone, staff, volunteers and individuals seeking service are valued and respected in all of our programs.

Individuals seeking services are not banned from our facility. Unacceptable behavior is handled immediately and directly, and consequences for that behavior may include having that person leave premises for the day with encouragement to try again the next day.

Hospitality and welcome are central to City with Dwellings. Staff and volunteers are trained to work with individuals with a variety of backgrounds, differences and challenges. CwD staff and volunteers are trained to build community by working with people instead of doing things for them.

E. Cost Effectiveness

Case Id: 11137

Name: City with Dwellings - 2021/22

Completed by cwdcommunityfirst@gmail.com on 11/20/2020 4:44 PM

Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$164,945.00	\$334,000.00	\$702,000.00
Fundraising	\$0.00	\$3,000.00	\$10,000.00
Management and General	\$52,538.00	\$64,191.00	\$95,000.00
Total Expenditures by Program	\$217,483.00	\$401,191.00	\$807,000.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$193,562.00	\$306,000.00	\$425,000.00
Employee Benefits	\$11,344.00	\$14,400.00	\$14,700.00
Facility Rent and Utilities	\$30,000.00	\$34,000.00	\$68,800.00
Training and Conference Registration	\$0.00	\$0.00	\$4,000.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$8,000.00	\$12,000.00	\$12,000.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$112,457.00	\$150,000.00	\$125,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$355,363.00	\$516,400.00	\$649,500.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$0.00	\$27,901.00	\$355,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$136,575.00
Federal Government	\$11,500.00	\$11,500.00	\$11,500.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$260,000.00	\$320,000.00	\$350,000.00
Foundation Grants	\$132,000.00	\$255,260.00	\$275,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
Total Revenues by Category	\$403,500.00	\$614,661.00	\$1,128,075.00

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

Other operating expenditures cover organizational expenses and are privately funded.

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
2020	ESG	\$27,181.00

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
Street Outreach Specialist	\$20,000.00	\$17,000.00	50% ESG Crisis Response, 50% private donations
Data Assistant	\$8,000.00	\$0.00	
	\$28,000.00	\$17,000.00	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.

Funding at 50% for Street Outreach staff to engage with unsheltered homeless individuals in the community with the goal of connecting them to supportive services and eventually stable housing.

Full Funding, 8000, for Data Assistant to enter and track information on the homeless individuals CwD serves.

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

Partnerships with The Empowerment Project, Law Enforcement, Mobile Integrative Health, The United Way's Housing Matters Team enable CwD to leverage the strengths of each organization for the benefit of the individuals we serve

E.6. 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 year's request is for the same support granted for FY 20/21.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other

funding sources to leverage City funds requested.

As a relatively new non-profit, City with Dwellings has taken positive steps in developing the organization in order to support CwD's mission. A Transitional Executive Director was named in March 2020. The Board of Directors will name a permanent ED in the second quarter of 2021, and begin a strategic planning process in the Summer of 2021, Our growth in individual gifts is strong and more focus has been place on annual giving and sustainable funding sources. There is strong potential in our existing relationships and partnerships to cultivate increased giving.

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

It is difficult to predict the long-term effects of the pandemic in every aspect of our community. There will be increased need in the community, and we do not foresee any barriers to continuing the organization's Street Outreach Program.

E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.

We do not anticipate any institutional barriers to implementing the Street Outreach Program.

AVERAGE COST (5 POINTS)

E.10. 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:	28,000
Number proposed to be served for the year:	400
Average City funds per beneficiary:	\$70
Proposed funds from all sources:	17,000
Number proposed to be served for the year:	400
Average total funds per beneficiary:	\$112.50

F. Required Documents

Case Id: 11137

Name: City with Dwellings - 2021/22

Address: *No Address Assigned

Completed by cwddcommunityfirst@gmail.com on 11/19/2020 8:10 PM

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

D-CwD Conflict of Interest Policy.pdf

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

CITY WITH DWELLINGS 2019 TAX RETURN public copy.pdf

Organization By-Laws *Required

CwD By-Laws Board Approve 3-23-2017 copy.pdf

Articles of Incorporation *Required

CreationFiling Articles of Incorporation w: Articles of Amendment.pdf

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

CwD Employee Handbook 05132020.docx

CwD Fiscal Procedures and Controls 11192020.docx

IRS 501(c)3 Designation Letter *Required

CwD IRS Determination Letter.pdf

Audited financial statements or a third-party review *Required

Financial Review engagement letter.pdf

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

***Required**

Current:Active North Carolina Secretary of State Search Results.pdf

North Carolina Secretary of State Search Results.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11137
Name: City with Dwellings - 2021/22
Address: *No Address Assigned

Completed by cwdcommunityfirst@gmail.com on 11/20/2020 4:44 PM

G. Income Based Projects/Services 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."

G.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.

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

G.2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants

H. Construction/Rehab Only

Completed by cwdcommunityfirst@gmail.com on 11/20/2020 4:44 PM

Case Id: 11137
Name: City with Dwellings - 2021/22
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."

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

H.2. Provide a projected timeline for the proposed work.

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

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

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

H.6. Describe the property management plan.

H.7. List the development team members.

H.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.

H.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*

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 cwdcommunityfirst@gmail.com on 11/20/2020 4:45 PM

Case Id: 11137
Name: City with Dwellings - 2021/22
Address: *No Address Assigned

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project. **
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by cwdcommunityfirst@gmail.com on 11/20/2020 4:45 PM

Case Id: 11137

Name: City with Dwellings - 2021/22

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
	\$0.00	\$0.00

Submit

Completed by cwdcommunityfirst@gmail.com on 11/20/2020 4:45 PM

Case Id: 11137

Name: City with Dwellings - 2021/22

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.

Tracy S. Mohr

Electronically signed by cwdcommunityfirst@gmail.com on 11/20/2020 4:45 PM