

# A. Organization & Contact Information

**Case Id:** 11122  
**Name:** Family Services Shelter State ESG - 2021/22  
**Address:** \*No Address Assigned

Completed by rnagaishi@familyservicesforsyth.org on 11/15/2020  
9:31 AM

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## A. Organization & Contact Information

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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

Family Services, Inc.

### A.2. Project/Program

Family Services Shelter - State ESGState ESG

### A.3. FY 2021-22 Funding Request Amount

\$12,822.00

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

\$3,196,880.00

### A.5. Mailing Address

1200 S Broad Street Winston Salem, NC 27101

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

Confidential Location Winston-Salem

### A.7. Organization Website

<http://www.familyservicesforsyth.org/>

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

1962

### A.9. Organization Fiscal Year

July-June

### A.10. Federal Tax ID Number

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Robert J. Feikema

#### A.13. Email

bfeikema@familyservicesforsyth.org

#### A.14. Phone

(336) 722-8173

### CONTACT

#### A.15. Name, Title

Jennifer Cassels, Grants Administrator

#### A.16. Email

jcassels@familyservicesforsyth.org

#### A.17. Phone

(336) 722-8173

### BOARD CHAIR

#### A.18. Name

Anna Marie Smith

#### A.19. Term Expiration

06/30/2022

#### A.20. Email

amsmith@forsythtech.edu

#### A.21. Phone

(336) 757-3654

Printed By: Rene Williams on 12/12/2020

## B. Project Overview

Completed by rnagaishi@familyservicesforsyth.org on 11/15/2020  
9:33 AM

Case Id: 11122

Name: Family Services Shelter State ESG - 2021/22

Address: \*No Address Assigned

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### B. Project Overview

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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?**

Funding is requested to support the Family Services Shelter which provides emergency shelter to women, men and children who are fleeing domestic or sexual violence and human trafficking. Funds will be used to help cover the cost of repairs and maintenance, furnishings, and utilities at our shelter.

The Family Services Shelter works with victims and survivors around increased safety for the victim and children, increased knowledge about domestic violence and its impact on the family and decreased isolation through supportive services. Program staff support victims in locating and obtaining permanent housing.

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

Families receiving services through the Victim Services programs within the agency – Safe on Seven, counseling, 24/7 crisis lines – are referred directly to the Shelter when emergency shelter is identified as a need. Access is often made through referrals from other court advocacy professionals, other community agencies, and other homeless or domestic violence shelters.

The Shelter is staffed 24/7 to meet the needs of families for emergency shelter, providing a safe and confidential haven. Available services include safety planning and crisis intervention, supportive counseling, advocacy, support groups, and referrals to other community resources. For those in need of permanent housing, the agency provides Rapid Rehousing services through our community's Continuum of Care. Guests at the Shelter often are linked to other agency services including trauma focused counseling for self and children and Head Start, providing a seamless link to encourage engagement and follow through. Family Services operates the shelter under a voluntary services guide and those individuals and families who engage with the case management and supportive services are the ones that gain the most benefit.

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**

15

## Maximum Number of Participants to Be Served at a Single Time

24

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

185

### 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 Family Services Shelter exists to serve women, men and children who are fleeing abusive living situations or human trafficking. Domestic violence occurs in all socioeconomic backgrounds and education levels. The likelihood of domestic violence varies widely depending on gender, sexual preference, race, education and income, as well as characteristics such as history of mental health, substance abuse, and z family violence. Those seeking emergency shelter often have a lack of financial and other supportive resources – no friend or family who are able to provide the safe shelter that is needed.

30% of the households had children and 96% were below the federal poverty level. 58% of households have no household income. Racial background was 33% Caucasian, 59% African American and 7% multiple races or other. Many of the guests have long histories of trauma, having experienced domestic violence in their current relationship yet also having witnessed domestic violence as a child. Many have stayed with abusive partners because they were financially dependent, one of the primary barriers for living independently. Gender breakdown is 20% male (mostly children and 80% female).

#### **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.**

The needs of the guests who enter the Shelter are significant. Survivors often must flee their homes to escape lifethreatening violence for themselves and their children and emergency shelters are often the first step. We strive to provide services that are unique to each individual situation through intensive case management. In addition to safety planning, some guests need assistance around transportation, parenting, mental health or substance abuse services, employment, finances and housing. Other are exploring educational options, coping with medial issues, and pursuing legal options to protect their family.

### 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?**

Family Services facilitates several collaborative efforts that help us provide services and achieve our mission. The Domestic Violence Coordinating Council and Sexual Assault Response Team are multi-agency collaborative teams that meet bi monthly to explore our community's response to domestic violence and sexual assault. The Multidisciplinary Team (child abuse) helps to guide service providers in the area of child maltreatment.

Family Services program staff, at all levels, are involved in our Continuum of Care and Coordinated Intake System. Staff are represented on the Coordinating Council, attend Case Managers meetings, Action Camp, and Shelter Providers meetings. These meetings are particularly beneficial during staff transitions as we work to build community collaborative relationships.

Family Services has been the lead agency in our community's planning process to implement a Family Justice Center in

Forsyth County. We have convened community groups since the summer of 2017, brought in the Alliance for HOPE International to facilitate the strategic planning process, and are now working as a part of the Steering Committee. The Family Justice Center is now under the structure of Forsyth County and Family Services is a lead partner as the Victim Service agency.

It is essential to have this level of partnership and integration in our community's response as we seek to promote the safety and empowerment of victims.

# IDIS Setup

No data saved

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## IDIS Setup

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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 rnagaishi@familyservicesforsyth.org on 11/15/2020  
10:59 AM

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### C. Strategy and Performance

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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.

Our Victim Services program has a system in place to provide ongoing monitoring and evaluation of our services. Responsibility rests with the Shelter Coordinator and Victim Services Program Manager to ensure that the Shelter is running smoothly and issues are being addressed and resolved. Overall program planning is coordinated with the Director, Clinical Services and decisions made regarding program changes. Services are tracked monthly and discussed in weekly meetings.

It has been difficult to project the number served and nights of care during the pandemic. Since March 2020, the normal trends that we see in shelter services have been disrupted. Capacity has been reduce to meet guidelines for social distancing and safety, however we have seen an increase in the number served but for shorted stays. All of this is considered as we report on past goals and plan for future projections.

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**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.**

Family Services uses the Osnum database (a HUD comparable database) to capture participant and program data. Program staff enter all shelter guests into the database and there are numerous reports that can be used to review program performance. Reports are pulled monthly, quarterly, semiannually, etc. as required to meet funder reporting requirements for the multiple funders of Victim Services. Key reports include VOCA, CAPERS, ESG Quarterly Performance Report and semi-annual United Way outcome reports. Service Flex reports are pulled whenever needed for program staff to review caseloads and performance and make program adjustments as needed.

Osnum provides a robust platform for tracking information and provides technical support to the agency upon request.

**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
Individuals fleeing domestic violence will access shelter services	The Shelter is staffed 24/7 to meet the needs of guests through case management, crisis intervention, safety planning and supportive counseling and group services.	182 men, women and children accessed emergency shelter.	185 men, women and children will access shelter services	190 men, women and children will access shelter services
Victims will have more strategies for ensuring their safety.	Victim Advocate work with each guest to develop safety plans for self and children.	90% of adult victims completing the survey report having more knowledge of how to plan for their safety.	90% of adult victims will report having more knowledge of how to plan for their safety.	90% of adult victims will report having more knowledge of how to plan for their safety.
Victims will access resources for permanent housing.	Victim Advocates will work with each guest to develop a housing plan.	35 households moved to permanent housing destination.	There will be a 10% increase in # of guests that move to permanent housing destination	There will be a 10% increase in # of guests that move to permanent housing destination.

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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	182	182
FY 20-21 Current Year Projected Results	185	185
FY 21-22 Next Year Anticipated Results	190	190

**C.6. FY 19-20 Program Accomplishments**

Between 7/1/2019 and 6/30/2020, the Shelter provided services to 182 men, women, and children, providing 6,606 nights of care. The number served increased over the previous year however the nights of care decreased due to COVID-19.

The shelter has continued operations, uninterrupted, through COVID-19. In March 2020, capacity was reduced to meet CDC guidelines for social distancing. Guides were put into place for for staff and shelter guests including mask wearing, increased cleaning, social distancing, and use of virtual platforms for case management and support services as appropriate.

The agency continues to provide training for all shelter staff around trauma informed care and practices, the empowerment model, and housing first approach to service.

**C.7. FY 21-22 Key Objectives**

A main objective is to continue shelter services to meet the needs of individuals and families fleeing domestic violence. We anticipate maintaining reduced capacity at the shelter during COVID-19 and an increased use of hotels for those we are unable to house. We will continue to provide case management and supportive services through virtual platforms to maintain some staff working remotely in the event of staff exposure on-site.

To enhance the capacity of our staff, we arranged for all staff working with Shelter guests to participate in 8-10 hours of training with designated United Way housing staff to ensure that all our knowledgeable of the collaborative work within the housing community. Program staff also were involved in the six days Continuum of Care trainings in September 2019 to increase their knowledge and skill - Low Barrier/Housing Focused Emergency Shelter, trauma informed care, Housing First Case Management, Diversion, Harm Reduction, Motivational Interviewing, VI-SPDAT.



## D. Organizational Capacity

Completed by [rnagaishi@familyservicesforsyth.org](mailto:rnagaishi@familyservicesforsyth.org) on 11/15/2020  
9:47 AM

Case Id: 11122

Name: Family Services Shelter State ESG - 2021/22

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### D. Organizational Capacity

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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?**

Family Services is a private, non-profit 501 (c) (3) organization serving Forsyth County. Our mission is to “provide professional services and to participate in partnerships that foster the development of children, advance the safety, security and success of families and individuals, and help build a sustainable community.” We convene and collaborate with community partners to ensure that families and children are safe, secure, and able to reach their full potential.

Our work with and on behalf of children and families is carried out through the following programs:

- Child Development which encompasses the Early Head Start and Head Start programs serving over 600 preschool children in Forsyth County.
- Safe Relationships which provides a continuum of services to victims of domestic violence, sexual assault, and human trafficking. These include the Family Services Shelter, the Child Advocacy Center, Safe on Seven, and Victim Services.
- Family Solutions covers the agency’s counseling services, including trauma focused services, pregnancy counseling and adoption services, and emotional, social and behavioral support for young children.

Individuals fleeing domestic violence seek shelter programs to find safety and security for themselves and their children. The shelter environment and the way that we offer services are critical aspects of our work and reflect our beliefs about the people we serve. There is a growing body of research documenting how the physical facility and environment impact the health, recovery and well-being of the survivor. Funding through ESG that supports the operating expenses of the Shelter ensure that we have the resources available to meet those needs.

Case management and advocacy are essential in providing support for shelter guests. Our Victim Advocates provide safety planning and crisis intervention services, advocate on a victim in the criminal justice system, work toward permanent housing plans through Rapid Rehousing, assists with connection to community resources and provide follow up services.

#### FUNCTION (5 POINTS)

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

Since 1905

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

Our services continue to evolve to meet changing conditions and provide programs upon which the community

depends – helping families resolve crises, supporting and protecting victims of family violence, and preparing our community’s youngest and most vulnerable children to be ready to succeed in school and in life. Our major goals – making quality early childhood development programs available to every child in Forsyth county and ensuring that all children and families are free from the threat of family violence – continue to be the focus of our work within the community. Family Services takes a leadership role in convening our community’s work around these two issues - The Pre-K Priority and the Family Justice Center.

Family Violence impacts the quality of life and community for the residents of Winston-Salem. Domestic Violence takes a physical and psychological toll not only the victim, but also the family members, particularly children, within the family. These issues translate into higher healthcare costs, increased use of crisis services and the justice system, and lower productivity in the workplace. Our goals spring from a belief that our community’s economic vitality and social well-being depend on every child and every family having access to opportunities that help them to become truly remarkable and contribute their special talents back to the community.

**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
Program Manager, Victim Services	Supervision of Victim Advocate/Case Manager and Shelter staff	30	0.00 %
Shelter Coordinator	Manages the Shelter, supervises 24/7 staff	38	0.00 %
Resident Advisor	24/7 staff providing crisis intervention and support to guests. One resident advisor works 2nd shift, a second works 3rd shift, and several part-time staff work weekends.	123	0.00 %
Victim Advocate/Case Manager	(2 staff) Weekly meetings with shelter guests to engage in safety planning, crisis intervention, supportive counseling. Works with guests to identify housing plan and bring into Rapid Rehousing as appropriate.	75	0.00 %
Director, Clinical Services	Provides oversight and management of all interpersonal violence and counseling programs	38	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
Robert J. Feikema	President and CEO	\$140,000.00	0.00 %
Cliff Campbell	Chief Financial Officer	\$122,500.00	0.00 %
Michelle Speas	Chief Development Officer	\$120,000.00	0.00 %

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

**Organizational Chart \*Required**

Organizational Chart.pdf

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

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

It is the intent of Family Services, through its Equal Employment Opportunity Policy, to take positive measures to ensure that each employee or applicant are accorded equal consideration and opportunity, regardless of race/color, religion, sexual orientation, gender identify or expression, age, disability, marital status, citizenship, or genetic information.

Recruitment follows defined internal agency policies/procedures. The agency posts open positions internally and externally through a variety of sources – agency website, community newspapers, educational institutions, non-profit organizations such as United Way, and web based recruiting such as Monster, Indeed, etc.

**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			2	2	
Professionals					1	1
Technicians						
Office/Clerical					3	
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						
Technicians						
Office/Clerical				2	3	2
Laborers/Service Workers						
Total Part-Time/Temp						

**D.8.**



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

Board Roster 2020-2021.pdf

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

4

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

11

**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."**

Family Services Shelter has been providing services for over 40 years. Funding from this proposal will enable our Shelter to continue to operate at capacity and provide continued support to those individuals and families fleeing domestic violence.

**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?**

Family Services has policies and procedures addressing fair and equal access across all programs of the agency. Families from all backgrounds are welcome, valued, and respected when requesting and receiving services and services are delivered with respect, dignity and fairness. Services are offered to diverse populations regardless of race/color, religion, culture, socio-economic status, culture, sexual orientation, gender identify or expression, age, disability, marital status, citizenship, or genetic information. Program staff value diversity and participate in training to promote skill development in working across a broad spectrum of individuals and families.

## E. Cost Effectiveness

Case Id: 11122

Name: Family Services Shelter State ESG - 2021/22

Completed by rnagaishi@familyservicesforsyth.org on 11/19/2020  
8:35 PM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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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	\$2,625,721.00	\$2,625,721.00	\$2,625,721.00
Fundraising	\$452,585.00	\$452,585.00	\$452,585.00
Management and General	\$92,000.00	\$92,000.00	\$92,000.00
<b>Total Expenditures by Program</b>	<b>\$3,170,306.00</b>	<b>\$3,170,306.00</b>	<b>\$3,170,306.00</b>

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$2,389,288.00	\$2,389,288.00	\$2,389,288.00
Employee Benefits	\$544,071.00	\$544,071.00	\$544,071.00
Facility Rent and Utilities	\$101,100.00	\$101,100.00	\$101,100.00
Training and Conference Registration	\$33,148.00	\$33,148.00	\$33,148.00
Membership and Dues	\$15,041.00	\$15,041.00	\$15,041.00
Travel and Transportation	\$8,285.00	\$8,285.00	\$8,285.00
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	\$96,948.00	\$96,948.00	\$96,948.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$3,187,881.00</b>	<b>\$3,187,881.00</b>	<b>\$3,187,881.00</b>

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$24,110.00	\$24,110.00	\$24,110.00
Forsyth County	\$116,516.00	\$116,516.00	\$116,516.00
State of North Carolina	\$238,493.00	\$238,493.00	\$238,493.00
Federal Government	\$791,569.00	\$791,569.00	\$791,569.00
Admissions/Program Revenues/Sales	\$488,000.00	\$488,000.00	\$488,000.00

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Memberships	\$0.00	\$0.00	\$0.00
Donations	\$335,585.00	\$335,585.00	\$335,585.00
Foundation Grants	\$405,094.00	\$405,094.00	\$405,094.00
Interest and Investment Income	\$6,000.00	\$6,000.00	\$6,000.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
<b>Total Revenues by Category</b>	<b>\$2,405,367.00</b>	<b>\$2,405,367.00</b>	<b>\$2,405,367.00</b>

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

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	State ESG	\$15,245.00
2019	State ESG	\$20,789.00
2018	State ESG	\$20,448.00
2017	State ESG	\$21,194.00
2016	State ESG	\$10,594.00

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
Utilities	\$12,822.00	\$0.00	
	\$12,822.00	\$0.00	

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.

State resources will provide operating expenses for the agency's shelter for victims of domestic violence. This will support the cost of utilities.

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.

N/A

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 amount funded for 2019-2020. Funding is being asked to provide support the shelter operating costs (utilities .)

**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.

Shelter funding is diverse - grants from the city, state and federal government (HUD, FVPSA, ESG, FEMA, Council for Women) the United Way, and community donations. Funding from each varies each year.

**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.**

There are no known barriers.

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

Family Services will experience staff turnover in the Director, Clinical Services position due to the retirement in February 2021 of long-time director in this position. Plans are underway for recruitment to fill that position. The Victim Services program manager position will transition to a new position of Housing Services program manager beginning in January 2021. That position's focus will be solely on the agency's shelter and Rapid Rehousing programs and will better position the agency to address the needs and future growth in this area.

**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:	12,822 (state ESG)
Number proposed to be served for the year:	185
Average City funds per beneficiary:	\$69
Proposed funds from all sources:	434,407 (shelter budget)
Number proposed to be served for the year:	185
Average total funds per beneficiary:	\$ 2,348

## F. Required Documents

Completed by jcassels@familyservicesforsyth.org on 11/19/2020  
4:12 PM

Case Id: 11122

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Address: \*No Address Assigned

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## F. Required Documents

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Please provide the following information

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### Documentation

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

107 - Code of Conduct Policy Procedure.doc  
A.106-Conflict of Interest Policy (Governance).docx

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

Family Services Inc. 2018 990 Public Disclosure Copy.pdf

**Organization By-Laws \*Required**

Agency By-laws 090115.doc

**Articles of Incorporation \*Required**

Articles of Incorporation, 1962.pdf

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

101 - Diversity Equal Employment Opportunity Policy Procedure.doc  
109 - Whistle Blower Policy Procedure.doc  
D.104-Internal Financial Control and Accounting Procedures.doc  
F. 117- Fair Housing Policy.doc



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

501(c)(3).pdf

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

Family Services Audited FS SF FYE 6302019.pdf

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

**\*Required**

North Carolina Secretary of State - Current and Active Status.pdf

**Other**

*\*\*No files uploaded*

## G. Income Based Projects/Services Only

Case Id: 11122

Name: Family Services Shelter State ESG - 2021/22

Address: \*No Address Assigned

Completed by rnagaishi@familyservicesforsyth.org on 11/15/2020  
9:52 AM

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### G. Income Based Projects/Services Only

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\*\* 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 rnagaishi@familyservicesforsyth.org on 11/15/2020  
9:52 AM

Case Id: 11122

Name: Family Services Shelter State ESG - 2021/22

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* 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
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### Documentation

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**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 jcassels@familyservicesforsyth.org on 11/19/2020  
4:11 PM

**Case Id:** 11122

**Name:** Family Services Shelter State ESG - 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	\$12,822.00
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
	\$12,822.00

## J. Rapid Rehousing and HMIS Only

Completed by rnagaishi@familyservicesforsyth.org on 11/15/2020  
9:52 AM

Case Id: 11122

Name: Family Services Shelter State ESG - 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 [jcassels@familyservicesforsyth.org](mailto:jcassels@familyservicesforsyth.org) on 11/20/2020  
8:48 AM

**Case Id:** 11122

**Name:** Family Services Shelter State ESG - 2021/22

**Address:** \*No Address Assigned

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## Submit

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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.

Rebecca Nagaishi

*Electronically signed by [jcassels@familyservicesforsyth.org](mailto:jcassels@familyservicesforsyth.org) on 11/20/2020 8:48 AM*