

# A. Organization & Contact Information

**Case Id:** 11142  
**Name:** greeNest-Furnishings Program - 2021/22  
**Address:** \*No Address Assigned

Completed by greenestwsbooks@gmail.com on 11/18/2020 12:33 PM

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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

greeNest

### A.2. Project/Program

Furnishing Program

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

\$25,000.00

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

\$458,132.00

### A.5. Mailing Address

630 Brookstown Ave. Winston Salem, NC 27101 Winston - Salem, NC 27101

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

630 Brookstown Ave. Winston Salem, NC 271010 Winston -Salem, NC 27101

### A.7. Organization Website

www.greenestws.org

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

2015

### 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

Julia Toone, Executive Director

#### A.13. Email

greenestws@gmail.com

#### A.14. Phone

(336) 661-8091

### CONTACT

#### A.15. Name, Title

Julia Toone

#### A.16. Email

greenestws@gmail.com

#### A.17. Phone

(336) 661-8091

### BOARD CHAIR

#### A.18. Name

Karen Blaylock

#### A.19. Term Expiration

12/31/2021

#### A.20. Email

lockksb@aol.com

#### A.21. Phone

(336) 462-4887



## B. Project Overview

Completed by greenestws@gmail.com on 11/20/2020 2:30 PM

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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?**

The mission of greeNest is to serve our most vulnerable neighbors with a compassionate bridge to housing needs. We provide gently used, donated furniture and housewares to individuals and families moving from crisis to sustainable housing. Our "showroom" is outfitted with large furniture (such as sofas and chairs, dining tables and beds), kitchen needs (pots and pans, kitchen utensils and dishware) bed and bath linens and decorative items (rugs, lamps, art). For about \$250, participants, working with their case managed programs, may fully furnish a one-bedroom apartment. Larger homes can be furnished typically for under \$300. This not only offers the participant choice, but real ownership- not just a handout. Case managers accompany their clients as they "shop" for their new homes. Furnishing fees are paid by either the partner agency or by the participants themselves.

In addition to our regular furnishings program, we partner with WSFC Title I Schools and Head Start to provide new beds and bedding for children they identify as sleeping on the floor through our Up Off the Floor program. There is no furnishing fee for our Up Off the Floor program.

greeNest is transforming our community, one nest at a time. Our program provides a much needed service in the community. Through community donations, we furnish homes at an affordable rate for those who lack the resources to do this through the usual channels.

Requested funds will be used to support our mission and services. Referral numbers continue to increase (they have nearly doubled since July). Our goals include: 1) to meet the increased need for both furniture and beds for children, 2) to provide an optimal shopping experience at greeNest for our furniture program clients (We believe we have the power to transform lives by offering clients the opportunity to choose from a variety of well cared for furniture and houseware options and providing a relaxed and dignified shopping experience), and 3) to increase the likelihood that those who receive housing after homelessness, and participate in greeNest programs will maintain housing for at least one year after receiving our service.

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

Furniture Program participants receive referrals from one of our 80 partner agencies. These agencies include local nonprofits, community groups and pastoral care programs working with families and individuals transitioning from a housing crisis into stable housing. Our primary referral partners include ESR, City with Dwellings, Positive Wellness Alliance, Family Services, the WSFC School system, the Salvation Army, and Goodwill. We actively seek to add to our community partners so that we can address community need. Participant eligibility is based on criteria set by each partner agency. Upon certifying the participant's eligibility for services, the partnering agency identifies the items the participant needs and schedules the participant's appointment to select these furnishings from our showroom floor. Each participant gets an hour to themselves to shop. Choice is a focus of our service. We want the participants to choose the furniture that they want and need and we seek to offer items that are of good quality. Volunteers carefully sort,

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clean and repair all donated items. They then tastefully display them in living, dining and bedroom vignettes. Our strategy is to offer the community a place where donated gently used furniture and housewares go directly into the hands of those in need. Our furniture showroom and warehouse are a places where community volunteers have the opportunity to connect with partner agencies and the newly housed, where individuals and families are empowered to select for themselves the items they want and need and where those transitioning from crisis can furnish their homes at an affordable price, creating a warm and welcoming environment. We believe it is more likely that clients will remain in stable housing situations because of our service.

We receive referrals for our Up Off the Floor children's bedding program from guidance counselors and social workers in WSFC Title I Schools and through Head Start. They identify children who, due to a lack of family resources, do not have a bed and must sleep on the floor or share a bed with another family member. School personnel help the family to set up the appointment to pick out the bed(s) at greeNest. Each child receives a new platform bed, mattress and can select from a variety of bedding options. All items are packaged so that they can be transported by car and do not require larger vehicles, vans or trucks. There is no charge to the family for the Up Off the Floor program. We work closely with the WSFC School Administrative Office to increase awareness of this service. Getting children up off the floor provides for a better night's sleep and a healthier environment for children served.

Some families are served by both programs: furnishings and Up off the Floor.

Numbers below for participants served at a single time explanation: Program participants for both programs get their own appointment to visit greeNest. We only serve one family at a time. The average number of people who come during a family visit is 3. I'm not sure what the maximum would be. It would depend on family size so I have listed "10."

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**

3

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

10

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

345

**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.**

All participants have incomes which fall below the poverty level. Most furniture program participants are transitioning out of homelessness or unstable housing situations into permanent housing. Some may have been housed for several months but lack basic essential furnishings and the funds to purchase them at normal cost. We have helped furnish the homes of over nearly 1000 families since we opened our doors in April 2015. Furniture program participants may be Veterans, survivors of domestic violence, suffer from mental health and/or substance abuse or have experienced some other traumatic experience. Poverty does not discriminate, as we have served people of all racial groups, including a

number of refugee families. Through our Up Off the Floor program we have provided nearly 600 beds for children in the Winston-Salem/Forsyth County Schools and Head Start who were previously sleeping on the floor. All referred participants in either program must work through an agency, organization or school that provides case managed services, so each must also meet the requirements of each agency.

**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.**

According to the Forsyth Futures 2017 Report on Poverty in Forsyth County, the percentage of residents whose family income does not meet their estimated needs, is about 43%, about double the percentage in poverty when compared to the federal threshold. Children are especially vulnerable, with more than one quarter of Forsyth County's children living in poverty. Families that experience poverty have an even more difficult time reestablishing their lives if they lose their homes. For many low-wage workers the large disparity between their income and the cost of living forces their families to choose between paying for basic necessities like food and medication or paying for housing.

The Homeless Point-in-Time Count is a one-day count of sheltered and unsheltered homeless individuals and families in Forsyth County. According to the most recent Point-In-Time count for Forsyth County (1/29/20), 504 individuals lived either in shelters or on the streets (including 49 children under the age of 18).

Both the City of Winston-Salem and Winston-Salem/Forsyth County Continuum of Care (CoC) is dedicated to ensuring that people in our community who are experiencing homelessness return to housing as quickly as possible and do not experience further housing crises. To accomplish this, the City and CoC utilize federal and state grants to provide rental vouchers to persons experiencing or at threat of experiencing homelessness, transitional and supportive housing operations and case management services. Shelter alone doesn't create a home. Most transitioning into housing lack the resources to buy essential furnishings. They must sleep on the floor and lack basic supplies for cooking and other household activities. greeNest fills this need by offering access to affordable furnishings and choice in selecting these items.

In addition to families with children transitioning into housing, many housed families lack the resources to provide for adequate bedding. On an average day at greeNest, we receive requests for 6 beds for children. In just over 3 years, greeNest has provided nearly 600 beds to children in Forsyth County who did not have a bed of their own. Referrals come through WSFC Schools (43) Title I schools, schools in which at least 40% of the population comes from low income homes, and from Head Start which provides pre-K education for low income families.

The threat of the spread of Covid-19 created an urgency to house people more quickly. City leaders and the homeless coalition stepped up to create an expedited path to housing. As a result, referrals to greeNest have almost doubled since July. We have worked hard to keep up with the demand for furniture. We expanded our service from 11 to 23 hours per week to provide more opportunities for appointments and for furniture donations and communicate regularly with the WSFC Schools, CoC and the United Way to help us stay informed about need and keep the community informed about our services.

**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?**

Collaboration is the foundation of greeNest. Our entire operation depends on partnering with schools, social service agencies and faith-based organizations in Forsyth County who are assisting families and individuals who have experienced a housing crisis. We are a resource for their clients who need home furnishings. We partner with the Winston-Salem/Forsyth County School system and Head Start to identify children in need of beds and bedding. Representatives from 3 of our partner agencies and the head of the Title I program serve on board committees to provide program feedback and guidance. At the completion of each client visit, we ask both the client and the case

manager to complete a post visit survey about our services. Since the beginning of the pandemic we have also surveyed all partners regularly to assess current and expected need so that we can be prepared to meet the need. We rely on volunteers to operate. Volunteers process, clean, sort and display donations. They serve on committees to help greeNest operate and they assist the clients and case managers when they visit greeNest. We partner with area schools, faith-based groups and businesses to provide volunteers, and help promote and meet our donation need. Some of the donated items we receive do not meet our criteria for furnishings. We redirect almost all of those items to a variety of other nonprofits including Goodwill of NWNC, Habitat Restore, Second Harvest Food Bank (community cooking school classes), and Forsyth Humane Society. Goodwill reciprocates our redirect of items by giving us gift cards with which we may shop their stores for items we need for our clients.

Without collaboration with other agencies and community groups, greeNest would cease to operate.

# 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 greenestws@gmail.com on 11/20/2020 2:30 PM

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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):**

Does not align

**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 goals are to partner with community agencies to serve individuals who lack the resources to furnish their homes with affordable, gently used furniture and housewares and to provide a shopping experience that is respectful and empowering for all involved. We believe that we will serve 479 individuals in our regular furnishings program and 275 children in our Up Off the Floor program in the 2021-2022 year. We anticipate that for all services 95% of furniture program participants and their case managers will be very satisfied with our services. We anticipate that 50% of all furniture program participants will remain housed for at least one year after visiting greeNest.

Program participant numbers are tracked in Microsoft Access and monitored monthly by our Program Manager (PM) and our bookkeeper. The P.M. communicates with all partner agencies and solicits and tallies feedback through a survey that is given to both the client and the case managers at the completion of every client visit. This survey is to assess satisfaction with our services. The P.M. keeps track of all referrals and client information. We also have a Program Committee that includes representation from partner agencies. This committee is responsible for reviewing

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client and case manager feedback and for ensuring that services are meeting the needs of the partner agencies and community. They also promote our ongoing effort to connect to additional agencies, community groups and pastoral care groups. The P.M. also shares information about our return visit incentive with both clients and case managers. The P.M. tracks visit dates in Access and contacts clients and case managers one year after their visit to confirm that housing has been maintained. If it has, they are invited back for a bonus shopping visit to greeNest and provided a \$25 voucher to purchase additional housewares. This is a new program that we hope will help us track housing status for program participants.

The greeNest Warehouse Manager tracks furniture donations and distributions, moves furniture to and from the warehouse floor, helps volunteers to arrange the showroom, communicates with furniture donors, supervises volunteers as they clean, sort and repair donations, manages building and facility repairs and maintenance and reports all warehouse needs to the Executive Director.

The greeNest Warehouse Assistant supports the Warehouse Manager in all of his/her activities.

We will know that we are successful if we meet our goals for program service numbers and clients and case managers report a high level of service satisfaction and if 50% of clients maintain housing for at least one year.

If we don't meet our program goals for numbers served by the Furnishing and Up Off the Floor and regular furnishing programs, we will work with our Program Committee and partner agencies to determine if there are barriers to service that are limiting people accessing our programs. If barriers are identified we will work to reduce or eliminate them. If client and case manager follow-up survey results show any dissatisfaction with the services we offer or their experience with greeNest, we will consult with our Program Committee, clients and partner agencies to address any issues and improve services. If fewer than 50% of furniture program participants maintain housing for one year, we will survey case managers to see if there is more we can do to support long-term stable housing for program participants.

**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.**

Participant and program data is tracked through an Access database and is reviewed and evaluated monthly by the Program Manager and our bookkeeper.

**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
greeNest will serve 479 (unduplicated) participants in its furnishings program in the fiscal year	greeNest will work with partnering agencies to serve individuals transitioning from	359	435	479

2021-2022.	crisis to stable housing with furniture and housewares. We will actively seek to increase both the number of partner agencies we serve but also increase awareness of our services through social and print media, participation in community events (if possible) and with assistance from other partner agencies. This includes a push to include more schools and more pastoral care programs.			
greeNest will serve 275 (unduplicated) children in the Up off the Floor program in the fiscal year 2021-2022.	greeNest will work with Title I school and Head Start personnel to provide new beds and bedding to children who are sleeping on the floor or in a shared bed.	193	250	275
95% of furniture program participants will report that they are very satisfied with their shopping experience at greeNest.	greeNest collects gently used furniture and housewares from the community. The Facilities Manager and other warehouse staff will communicate essential furnishing need to the community to ensure that we offer a variety of essential furnishings. Volunteers clean,	97.5% of clients surveyed rated their experience at greeNest as very satisfied. (surveys began in Jan. 2020)	97% of clients surveyed will be very satisfied with their experience at greeNest.	95% of clients surveyed will be very satisfied with their experience at greeNest.

	<p>sort and display the items in the furniture showroom.</p> <p>Volunteers and staff create a warm and respectful atmosphere and encourage choice for all participants.</p> <p>gN Program Manager works hard to provide good instruction and information prior to each visit so that clients feel prepared for their visit.</p>			
<p>95% of partner agency case managers for our furniture program will report being very satisfied with their experience at greeNest.</p>	<p>greeNest collects gently used furniture and housewares from the community. The Facilities Manager and other warehouse staff will communicate essential furnishing need to the community to ensure that we offer a variety of essential furnishings.</p> <p>Volunteers clean, sort and display the items in the furniture showroom.</p> <p>Volunteers and staff create a warm and respectful atmosphere and encourage choice for all participants.</p> <p>gN Program Manager works hard to provide good instruction and information prior to</p>	<p>96.9% of case managers surveyed reported that they were very satisfied with their experience at greeNest. (surveys began in Jan. 2020).</p>	<p>96.9% of case managers surveyed will report that they are very satisfied with their experience at greeNest.</p>	<p>95% of case managers surveyed will report that they are very satisfied with their experience at greeNest.</p>

	each visit so that case managers feel prepared for their visit.			
50% of furniture program participants will maintain housing for at least one year after getting furniture from greeNest.	greeNest collects gently used furniture and housewares from the community. Our facilities manager keeps track of all donations and makes sure that we have all the essentials needed for individuals transitioning from homelessness to permanent housing. Warehouse staff and volunteers make sure it is displayed beautifully on our showroom floor. Partnering agencies and schools identify and refer individuals and families who could benefit from our services. Our Program Manager and Program Committee work to add to our community partners and communicates with them. Our Program manager tracks program participation and follows-up with participants 1 year after their visit to greeNest to confirm that they are still housed. If they are, the Program Manager provides a	We did not track this in 2019-2020	50% of furniture program participants will maintain housing for at least one year after getting furniture from greeNest. (tracking began in Jan. 2020)	50% of furniture program participants will maintain housing for at least one year after getting furniture from greeNest.

	\$25 furniture voucher so they can get additional items from greeNest.			
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	547	552
FY 20-21 Current Year Projected Results	675	685
FY 21-22 Next Year Anticipated Results	735	754

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

Last year, greeNest served just under 500 individuals and added more than 20 new partner agencies. Prior to the impact of Covid-19, greeNest was on track to serve nearly 700. Between March-June, we were forced to halt collection of furniture donations and all volunteer operations. Our biggest accomplishment was that we never halted services to the community. Throughout the lockdown greeNest continued to operate. We used special Covid-19 funding to purchase furniture and housewares depleted while donations were halted. We also used that money to rent 2 storage pods that allowed us to safely start accepting furniture donations again. While the city was on lockdown and many partner agencies offered limited case managed services, we moved the shopping experience on-line so that individuals and families could shop safely. When many of our partner agencies shut down due to Covid, referrals slowed. We knew that once they opened again, we would see a huge leap in the number of referrals we received. In July, in preparation for that increase, we doubled our hours of service. This allows for more hours when donors can bring us furniture and housewares and we also have more hours for program participant appointments. Recognizing that many would be financially impacted by the Covid crisis, we also sought and received grant money to help clients with their furnishing and furniture delivery fees. Since making these changes, our referral numbers have doubled. We are proud that we have been able to remain open throughout the crisis and have been flexible enough to make changes to our programs to meet the increased needs.

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

Our ultimate goal is to continue operations, connecting to those in need through partnering agencies and having the resources to provide essential furnishings to anyone living in Forsyth County who lacks the funding to furnish their home for functionality, safety and comfort at regular cost. We believe our program plays a vital role in helping those impacted by homelessness maintain their housing.

## D. Organizational Capacity

Completed by greenestws@gmail.com on 11/20/2020 2:31 PM

Case Id: 11142

Name: greeNest-Furnishings Program - 2021/22

Address: \*No Address Assigned

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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?**

The mission of greeNest is to transform our community, one Nest at a time. We collect gently used furniture and home goods from the community, and, working through 80 case-managed programs in Forsyth County, provide affordable access to these items for families who are transitioning from crisis situations into sustainable housing. Our “showroom” is beautifully arranged and decorated by our volunteers to provide a warm shopping experience for our participants as they choose items for their own homes – something many have not done for a very long time (if ever!). For a small furnishing fee – usually between \$200-\$300 – families may fully furnish their new homes. Through our Up Off the Floor program we have provided over nearly 600 beds for children in the Winston-Salem/Forsyth County Schools and Head Start.

Whether establishing a home following chronic homelessness, domestic violence situations, insect infestation, or incarceration, each of these situations has a unique solution, but they all require furnishings. Four walls do not make a healthy home. Furnishings play a major role in maintaining a permanent, independent living situation by providing participants with a tangible sense of ownership and stability that comes from returning to a healthy home at the end of their day. Furnishing a home can be a huge expense, but greeNest provides affordable furnishing options to individuals and families who are taking steps to improve their life situations so their homes will be positive, nurturing and encouraging places of refuge. Our selections include furniture, cookware, dishes, small appliances, clean bedding, bathroom items and accessories. At greeNest, we offer opportunities for involvement through volunteerism, furniture donations, financial support, and corporate giving, as we strive to create a healthy, vibrant community.

Funding for our regular furnishing program will allow us to provide home furnishings to nearly 500 individuals in a given year, and beds and bedding for approximately 275 children.

#### FUNCTION (5 POINTS)

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

We were incorporated by the state 9/18/2014, received our approved 501(c)(3) status on 3/5/ 2015, and opened 4/7/15.

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

Having access to affordable home furnishings can give a family a sense of comfort, security, and self-worth. We know having home furnishings is important but will not solve all a family’s problems. It may, however, enable them to address other greater issues.

Winston-Salem is a city of juxtaposed conditions: abundance and scarcity. greeNest is a means for families who have abundant resources to share with families who live in scarcity. Whether donating gently used home furnishings to be placed on our showroom floor for selection or donating time as a volunteer at greeNest, city residents can become part of a great story of transformation! We have heard time and again that this opportunity to volunteer gives people

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a chance to interact with the people they are serving in a direct and meaningful way. Volunteering at greeNest helps to break down the stigma of “us” and “them” because dignity is at the core of our values. And because we work with people in a wide variety of circumstances, volunteering provides connections that cross over imagined or unseen divides within our community.

Transformation works both ways; not only are our participants transformed as they move into their homes, but those providing needed items and those volunteering at greeNest are equally transformed.

Our mission is to serve our most vulnerable neighbors. However, “Transforming our Community, one Nest at a Time” does not only refer to our program participants, but to all who share in the greeNest experience!

The Covid-19 crisis has impacted everyone in our city in some way. In recognition of the increased need from our community, we continue to serve and to be a part of transforming our city, not just back to normal or pre-Covid times, but to a better place for ALL to live.

**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	Communication with partner agencies. Scheduling of clients. Tracking clients. Collecting and tallying survey results.	29	25.00 %
Facilities Manager	Picking up furnishings, tracking intake and distribution of furniture, organizing volunteers to sort, clean and repair donations.	29	25.00 %
Warehouse Assistant	Picking up furnishings, tracking intake and distribution of furniture, organizing volunteers to sort, clean and repair donations.	29	25.00 %

**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
Julia Toone	Executive Director	\$66,414.36	0.00 %

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

**Organizational Chart \*Required**

greeNest Organizational Chart.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.**

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at greeNest will be based on merit, qualifications, and abilities. greeNest does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, sexual orientation, national origin, age disability or any other characteristic protected by law.

We will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in undue hardship. A criminal history and/or a history of substance abuse does not necessarily eliminate someone from being considered for a position. This policy covers all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

When greeNest has a job opening, the position is posted on Indeed and in the HandsON Northwest NC newsletter. We also post flyers in community locations where potential candidates frequent. We send out a job posting to all members of the Continuum of Care Network.

As a newer agency, we have until recently relied on volunteer support for all agency work. In the couple of years we have established 3 part-time positions (program manager, warehouse manager and warehouse assistant) and in April of 2019 we hired our first Executive Director (full-time). For the 3 part-time positions, no degree was required. Selection was based on field experience related to the job description. One of those positions is currently held by someone who previously was a greeNest program participant. The Executive Director position did require a minimum of a college degree and nonprofit leadership experience.

Once applications are received, they are reviewed by the Executive Director to determine which ones meet the educational and experience required for the posted position. The applicants whose education and experience most closely match the requirements of the position are invited to an initial telephone interview with the Executive Director. After the initial interview, the applicants that most closely match the position requirements and that seem to be a good fit for the organization are invited for an in-person interview with the Executive Director and other staff members that hold similar positions in order to assess which candidate will be the best fit for the open position and the organization.

**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				1		
Professionals						
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		1		1		
Total Part-Time/Temp						



D.8.



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

greeNest Board of Directors 2020 addresses.docx

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

7

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

6

**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."**

The programs have been implemented and are fully operational.

**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?**

greeNest's furnishings program is open to any individual who has been referred by one of our partner agencies.

Program participation is determined by the referring partner agency and varies by program. We actively seek adding partner agencies. The only criteria for partner agencies is that they serve Forsyth County, have case managed programs and provide support services to individuals and families who are experiencing a housing crisis.

greeNest's Up Off the Floor program is open to any family who has a child in a WSFC Title I School or Head Start, is not able to provide a bed for the child and receives a referral from that school.

Services are advertised in a variety of ways, Social Media, local publications, and community presentations (including to the school system). Shopping appointments are offered Tuesdays-Fridays between 10:00-4:00 and every Saturday to accommodate a variety of work schedules.

We frequently receive calls from individuals who would like to participate in our program. Since we work through other agencies, we try to connect callers to a partner agency so they can get a referral for services.

## E. Cost Effectiveness

Case Id: 11142

Name: greeNest-Furnishings Program - 2021/22

Completed by greenestws@gmail.com on 11/20/2020 2:31 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	\$184,730.00	\$168,036.00	\$240,342.00
Fundraising	\$49,190.00	\$25,785.00	\$90,522.00
Management and General	\$131,328.00	\$91,392.00	\$127,268.00
<b>Total Expenditures by Program</b>	<b>\$365,248.00</b>	<b>\$285,213.00</b>	<b>\$458,132.00</b>

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$163,696.00	\$127,606.00	\$163,231.00
Employee Benefits	\$0.00	\$0.00	\$0.00
Facility Rent and Utilities	\$75,900.00	\$76,476.00	\$78,166.00
Training and Conference Registration	\$1,400.00	\$50.00	\$700.00
Membership and Dues	\$1,000.00	\$1,027.00	\$2,288.00
Travel and Transportation	\$1,710.00	\$1,102.00	\$1,680.00
Grants to Individuals and Organizations	\$0.00	\$1,304.00	\$4,700.00
Contracted Fundraising Services	\$1,500.00	\$0.00	\$1,500.00
Goods Purchased for Resale	\$43,200.00	\$27,000.00	\$118,580.00
Other Contracted Services	\$19,980.00	\$26,498.00	\$36,500.00
Other Operating Expenditures	\$56,862.00	\$24,150.00	\$50,787.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$365,248.00</b>	<b>\$285,213.00</b>	<b>\$458,132.00</b>

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$0.00	\$0.00	\$25,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$19,232.00	\$0.00
Admissions/Program Revenues/Sales	\$121,900.00	\$60,978.00	\$174,217.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$119,100.00	\$124,341.00	\$161,610.00
Foundation Grants	\$17,500.00	\$48,000.00	\$12,250.00
Interest and Investment Income	\$1,500.00	\$261.00	\$24.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$105,248.00	\$32,401.00	\$85,031.00
<b>Total Revenues by Category</b>	<b>\$365,248.00</b>	<b>\$285,213.00</b>	<b>\$458,132.00</b>

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

Other Operating Expenditures consists of Office, miscellaneous operating, payroll, bank fees, and a 10% budget contingency expense. Other Revenue includes Corporate and Non Profit grants. The \$19,232 of Federal Government funds in 2020 was our PPP funding.

**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	0	\$0.00

**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
1 month rent/utilities	\$6,001.00	\$72,165.00	donations/fee based services
3 months wages for WH mgr/WH asst/Pgm Mgr	\$18,999.00	\$56,997.00	donations/fee based services
	\$25,000.00	\$129,162.00	

**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.**

Not only is our ability to provide home furnishings dependent on the community to donate, but we also need a secure space with operational utilities to store those furnishings and we need the staff to make the programs run. Warehouse staff repair, stage the furnishings and pick up donated furniture, and the Program Manager works with the agencies and clients to be able to obtain those furnishings and helps track program participant information and outcomes.

**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.**

Partnering agencies identify people who can benefit from greeNest programs. The community donates furniture and housewares to greeNest. This reduces the items that greeNest must purchase for program participants. Pragma Beds provides the new bed frames for greeNest's Up off the Floor program.

**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.**

If our funding request is not funded in the full amount, we may have to reduce hours of operation to reduce staff costs and other operational expenses. Fewer hours of operation will mean that we will have a more limited inventory of furniture and housewares and will ultimately reduce the number of individuals and families we can serve.

**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.**

We have been in operation for just over 5 years. In that time, both the numbers served and budget have grown. Our Board of Directors is working strategically to plan for a budget that uses a combination of donations and events, business and faith-based partnerships, grants and fee-based services to provide long-term sustainability. We currently leverage funds primarily through individual donations and events. There is great potential for growth in the percentage of funding provided through grants and fee-based services not yet tapped.

**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.**

A potential barrier to our goal for the number of clients served in our Furniture Program is lack of affordable housing. If those who are experiencing homelessness don't have access to affordable housing, they will not need furniture and therefore would not count towards our service goal. Our Up off the Floor program is dependent on having the financial resources to purchase enough beds and bedding to meet the need. If we don't have the resources, we will serve fewer children.

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

There is always the risk that Covid-19 could impact our programs. We have put well researched safety policies and procedures in place to mitigate this risk. However, if a staff member or volunteer were to contract the virus, we would close greeNest and cease operations for the period recommended by area health officials.

**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:	\$25,000
Number proposed to be served for the year:	538
Average City funds per beneficiary:	\$46
Proposed funds from all sources:	\$458,132
Number proposed to be served for the year:	538
Average total funds per beneficiary:	\$852

## F. Required Documents

Completed by greenestws@gmail.com on 11/20/2020 11:53 AM

Case Id: 11142

Name: greeNest-Furnishings Program - 2021/22

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**

10610\_gN Code of Conduct.docx

11017\_Conflict of Interest Policy.docx

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

2019 final 990 signed for public.pdf

**Organization By-Laws \*Required**

10222\_BY-LAWS - Amended July 2019.docx

**Articles of Incorporation \*Required**

10225\_1b\_35827541\_2a8855c5e6ad47779508ceb5ba300897.pdf

10224\_1b\_35827541\_740eb9d774aa41ce9f4d9c0f344d6c9a.pdf

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

11019\_employee handbook.docx

11021\_greeNest Fiscal Policies (3).docx

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

10223\_IRS notification (1) 503c3 approval.docx

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

greeNest Final 19.pdf

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

**\*Required**

Charitable Solicitation License 2020.pdf

Other

*\*\*No files uploaded*

## G. Income Based Projects/Services Only

Case Id: 11142

Name: greeNest-Furnishings Program - 2021/22

Address: \*No Address Assigned

Completed by greenestws@gmail.com on 11/20/2020 2:31 PM

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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 greenestws@gmail.com on 11/20/2020 2:31 PM

Case Id: 11142

Name: greeNest-Furnishings Program - 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

Case Id: 11142

Name: greeNest-Furnishings Program - 2021/22

Address: \*No Address Assigned

Completed by greenestws@gmail.com on 11/20/2020 2:31 PM

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## I. Emergency Shelter Only

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\*\* 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 greenestws@gmail.com on 11/20/2020 2:31 PM

Case Id: 11142

Name: greeNest-Furnishings Program - 2021/22

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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\*\* 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 greenestws@gmail.com on 11/20/2020 2:32 PM*

**Case Id:** 11142

**Name:** greeNest-Furnishings Program - 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.**

Julia Toone

*Electronically signed by greenestws@gmail.com on 11/20/2020 2:32 PM*