

A. Organization & Contact Information

Case Id: 16267

Name: City with Dwellings - One Stop Shop - 2023/24

Address: *No Address Assigned

Completed by ruth@citywithdwellings.org on 11/18/2022 1:13 PM

A. Organization & Contact Information

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

A.1. Organization Name

City with Dwellings

A.2. Project/Program

One-Stop Resource Center

A.3. FY 2023-24 Funding Request Amount

\$76,520.00

A.4. Agency's Total Operating Budget

\$724,000.00

A.5. Mailing Address

PO Box 20061 Winston Salem, NC 27120

A.6. Project/Program Location Address

502 N. Broad Street Winston-Salem, NC 27101

A.7. Organization Website

<https://citywithdwellings.org>

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

2017

A.9. Organization Fiscal Year

Jan 1 - Dec 31

A.10. Federal Tax ID Number

81-3208939

A.11. Federal DUNS Number

080971832

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Ruth Cole Burcaw, Executive Director

A.13. Email

ruth@citywithdwellings.org

A.14. Phone

(336) 925-2940

CONTACT

A.15. Name, Title

Ruth Cole Burcaw, Executive Director

A.16. Email

ruth@citywithdwellings.org

A.17. Phone

(336) 925-2940

BOARD CHAIR

A.18. Name

Scott Seawell

A.19. Term Expiration

12/31/2022

A.20. Email

scottseawell@gmail.com

A.21. Phone

(336) 817-9556

B. Project Overview

Completed by ruth@citywithdwellings.org on 11/18/2022 1:18 PM

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B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

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

CwD seeks funding for a full-time program manager, support staff, and some program expenses to develop a one-stop resource center for people experiencing homelessness, providing a broad range of services to address barriers to housing. Collaboration with community partners in government, nonprofits, and the private sector would allow services, such as medical, mental health, substance use, housing information, benefits advocacy and more, to be offered in one location.

Goals are to:

- 1) Support vulnerable individuals as they work toward self-determined goals, leading to greater self-sufficiency and housing stability.
- 2) Provide, in one location, a full range of support services to Winston-Salem citizens experiencing homelessness and housing insecurity. Services could include, but are not limited to: coordinated assessment/intake, on-site medical services, rapid screening tests (HIV/AIDS, TB, COVID, etc.), outreach & case management, behavioral health services & mental health screening, social services, employment assistance & job-skills training, life skills development, legal services for disability determination, mainstream resource enrollment assistance, vital documents and benefits advocacy and assistance, healing modalities, support groups, and day center services such as phone, mail and computer access, haircuts, etc.
- 3) Facilitate and strengthen collaboration and coordination among agencies and community stakeholders in order to improve the system of care and access to it. Potential partners should include City with Dwellings, Coordinated Intake Center, government agencies, nonprofits, the faith community, and volunteers, among others.

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

CwD serves as both an entry point and a primary way for individuals experiencing homelessness to access consistent supportive services. Our unhoused neighbors should be able to access CwD's one-stop resource center several ways:

- 1) One-on-one field work: CwD's outreach staff goes out into the community several times a week to check on and engage unsheltered individuals. Often these visits result in CwD providing assistance and transportation support to connect unsheltered individuals to resources, which could (and should!) include the one-stop resource center.
- 2) Referrals: Community partners such as downtown faith communities and businesses, law enforcement agencies, hospitals, The Empowerment Project, The United Way's Housing Matters Team, and our partner agencies in the Continuum of Care all refer individuals to CwD's Community First Center (CFC). We envision this would also be the case once the one stop resource center is operational.
- 3) Winter Shelter: CwD's Winter Shelter has historically been an entry point for persons who are homeless or in crisis and often the first step a person takes to resolve their homelessness. Outreach staff traditionally assist shelter guests with resource navigation, which would include invitations to the the one-stop resource center.

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4) Community First Center: our drop-in day center conveniently located in downtown Winston-Salem is a critical point of access which encourages relationships and provides consistent community for our city's most vulnerable citizens. Our doors have remained open throughout the pandemic, and we remain committed to helping individuals re-enter the housing process, serving as a hub for mail, and offering access to computers, telephones and one-on-one assistance. Our staff and volunteers support persons in obtaining IDs and vital documents necessary to access resources. We imagine the one-stop resource center builds off of the foundational work of the Community First Center's open hours, which provides critical resource navigation for healthcare, basic needs, and housing.

We'll be moving to an even larger space in early 2023, enabling us to expand our service and program offerings and increase opportunities for collaboration with other agencies.

The CFC will continue to be a hub of connection and care for the most vulnerable in the community. We meet our neighbors where they are and, over time, build mutual, trusting relationships which help facilitate a person's transition to mainstream services and permanent housing. We work to decrease unsheltered homelessness, helping provide a pathway for a return to stable, safe, and affordable housing.

Trauma-informed, collaborative efforts which include a robust one-stop resource center strengthens community efforts to end homelessness. CwD's outreach team, with assistance from peer support specialists, a data specialist, administrative staff, and community partners, builds relationships with people experiencing homelessness in order to reach people who might otherwise not seek assistance, works to meet their basic needs, intervenes in crises, and connects these unsheltered citizens with essential services, including health care and housing.

Our staff will proactively engage and encourage unhoused individuals to accept and receive services to improve their immediate circumstances and, over time, resolve their homelessness, and even achieve housing stability.

NEED (7 POINTS)

B.3. Describe the unmet need that the proposed project/program seeks to address. Include data supporting the need.

Unsheltered homelessness continues to rise in Winston-Salem and Forsyth County. Data shows that people experiencing unsheltered homelessness report significantly greater health challenges and experiences of trauma and violence than their sheltered peers. Those experiencing unsheltered homelessness have often spent many years on the street and are suspicious of traditional homeless service providers and programs. They generally have severe and co-occurring physical, mental health, substance use, and/or cognitive disorders, leading to difficulty navigating the relatively complex homeless services system. Simply knowing the location and eligibility criteria for various programs can be a challenge, while enrolling in public benefits is even more complicated. Enrollment in public benefits often requires documentation such as birth certificates and proof of residence, which is difficult for homeless persons to maintain on the street. Follow-up by mail or telephone is often required as well, presenting even more barriers for those seeking benefits.

Rebuilding the trust needed for persons experiencing unsheltered homelessness to engage in services is a nuanced, time-consuming endeavor that requires specific skills and attitudes. Our outreach workers patiently build trusting relationships with our neighbors who are unhoused. That trust building requires listening, developing personalized strategies, and ultimately, helping support our neighbors' desire to walk away from years of surviving a life unhoused and move toward healing, transforming, and thriving in an appropriate housing setting.

CwD's One-Stop Resource Center brings the community together to provide coordinated, low-barrier services that engage, connect, and support people experiencing homelessness. Effective, one-stop resource navigation is critical in order to serve the hardest-to-reach.

COLLABORATION (6 POINTS)

B.4. 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?

We are excited by the prospect of working toward greater collaboration and coordination with a variety of community partners, whether traditional, non-traditional, or mainstream. We believe this work will not only benefit those experiencing unsheltered homelessness, but also expand shared knowledge and understanding around the complex issues related to housing and homelessness for the whole community. We expect that collaboration will play a significant role in the implementation of the one-stop resource center through:

- Connections and collaboration with mental health professionals, peer support professionals, and other community agencies for supportive services, enabling more of our neighbors to access needed services.
- Our one-stop resource center located at the Community First Center will feature housing and healthcare providers, government and private entities, faith-based organizations and individuals, who will all come together to offer needed services and activities for those we serve.
- Our peer support staff will reach out to community partners in healthcare, employment, and other service agencies to connect both our unhoused neighbors and highly vulnerable, newly-housed individuals with needed support.
- Program measurement will intentionally engage a wide variety of partners, including people with lived experience, in the important work of leading together toward positive outcomes, equity, and sustainability.
- We'll continue to look for opportunities to engage our neighbors in healing-centered activities, in partnership with nontraditional groups and individuals offering horticultural therapy, expressive arts programs, personal development, conversations that matter, and even friendship.

We hope this intentional focus on collaboration will result in behavior, system, and process change that, over time, also leads to sustainable transformation and improved health, well-being, and equity for all in our community.

C. Strategy and Performance

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C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

Indicate which of the City's strategic focus areas your program aligns with best (select one):

Livable Neighborhoods

C.2. Select the service area(s) that your project/program relates to:

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

PERFORMANCE (15 POINTS)

C.3. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

City with Dwellings tracks engagement with unhoused persons in the Homeless Management Information System (HMIS), information which is shared with the Winston-Salem/Forsyth County's Continuum of Care. CwD's part-time data assistant manages both qualitative and quantitative data gathered by CwD's Diversion and Outreach team. The data assistant utilizes the Homeless Management Information System (HMIS) to capture CwD's data.

Accurate data collection enables CwD and the Community Intake Center to assess, prioritize, and determine the most appropriate response to each individual's immediate housing needs. This system is recognized as a best practice which can improve collaboration and efficiency within systems. Each year, more CwD staff are trained to use HMIS and to improve their data accuracy, due in large part to the support of Laura Lama, the HMIS Local System

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Administrator with the City's Community Development Department.

Additional information will be gathered regarding Community First Center (CFC) usage and attendance, services provided and connections made to other homeless or mainstream service providers.

CwD is currently partnering with Forsyth Futures to expand and update evaluation and measurement plans, offering additional ways to use data and tracking to improve our service and outcomes.

C.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.

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

If goals are not achieved then data and strategic objectives will be evaluated by the Executive Director, Director of Diversion and Outreach, the One-Stop Resource Center program manager, and other CwD leadership staff and altered if appropriate. We'll also rely on the advice and input of people with lived experience to help us stay on target by providing the service these individuals indicate they need or want. This might mean we revise our stated goals to more appropriately encompass the needs of those we serve. We'll also work closely with our HMIS local system administrator to adjust and improve our data collection practices.

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 21-22 Previous Year Results | FY 22-23 Current Year Projected Results | FY 23-24 Next Year Anticipated Results |
|--|---|--------------------------------|---|---|
| Support vulnerable individuals as they work toward self-determined goals, leading to greater self-sufficiency and housing stability. | Staff build trusted relationships with unsheltered neighbors. Staff provide resource navigation, street outreach, supportive services. | N/A | N/A | Engage upwards of 300 unsheltered individuals. Create an exhaustive list of services to be offered to vulnerable individuals. (We'll set more specific, quantitative results goals once the scope of the project is clear.) |
| Provide a full range | Program manager | N/A | N/A | Invite as many |

| | | | | |
|--|--|-----|-----|--|
| of support services to Winston-Salem citizens experiencing homelessness and housing insecurity. | works to secure partnerships with homeless and mainstream service providers. CwD and partners enter into service agreements to provide needed services. | | | agencies and service providers as possible to partner with CwD in the one-stop resource center space. Experiment with a variety of services and programs - what works? What do people with lived experience want? Begin inviting and serving the 1500+ individuals who already visit (or would visit) our Community First Center via the one-stop resource center. |
| Facilitate and strengthen collaboration among agencies and community stakeholders in order to improve the system of care and access to it. | Executive Director and CwD leadership team network to maximize opportunities for more and better collaboration among system stakeholders. | N/A | N/A | Engage CoC and mainstream agencies and organizations in discussions of larger system barriers and challenges. |

| | Total Unduplicated Number Served | Total Number Served |
|--|----------------------------------|---------------------|
| FY 21-22 Previous Years Results | 0 | 0 |
| FY22-23 Current Year Projected Results | 0 | 0 |
| FY 23-24 Next Year Anticipated Results | 300 | 1,500 |

C.6. FY 21-22 Program Accomplishments

The one-stop resource center will be a new program, so we'll describe more generally some of CwD's program accomplishments. CwD strives to be an organization that adapts and responds to changing circumstances. The COVID-19 pandemic served as a catalyst to inspire us not only to respond to the issues of homelessness, but to also create bold solutions to connect our most vulnerable neighbors to safe shelter and opportunities for better living. Thanks to

support from individuals, faith communities, government and private funders, and undaunted staff and volunteers, we were able to focus on solutions during a turbulent time. In 2021, we expanded our Diversion and Street Outreach efforts, worked on adding an eye clinic, trained our entire staff in trauma-informed practices, and kept our doors at the Community First Center open.

A Few Highlights:

- * Between 30-60 individuals each night from December 15 to March 31 were hosted by local faith communities, with community and church partners providing hot meals and additional support.
- * We continued a partnership with Atrium Health's DEAC Clinic, serving over 200 people through our foot clinic, which enabled unsheltered individuals to receive foot baths, see podiatrists as needed, and receive new footwear and socks.
- * Our drop-in day center (CFC) was open for just over 350 hours. In addition to coffee and company, we offered housing resource navigation, vital documents assistance, and benefits advocacy. We gave away 30 move-in kits to newly-housed neighbors. We partnered with the CIC (Community Intake Center) to ensure our most vulnerable guests have the opportunity to move toward housing stability.

We have engaged in innovative, impactful, and collaborative work supporting individuals experiencing homelessness. Faith-based and community leaders continue to help us care for our most vulnerable citizens.

C.7. FY 22-23 Key Objectives

(This question is also answered more broadly.)

CwD continues its primary mission to end homelessness by building supportive, sustained community among people experiencing homelessness and their advocates.

Our street outreach staff will continue working with partner providers in the Continuum of Care to identify individuals who desperately need shelter and are not likely to find it elsewhere.

We'll operate our winter emergency shelter for 40+ individuals each night from December 15 to March 30 in partnership with our community and church partners. On the winter nights when temperatures and weather conditions are particularly dangerous, CwD will provide white flag shelter. We'll continue our work with the dozens of individuals who can't connect with permanent shelter during the winter months.

Staff and volunteers at the Community First Center will work with the Outreach & Diversion team to support all these individuals with resource navigation and community.

We will keep meeting our neighbors where they are, building mutual, trusting relationships over time which help facilitate a person's transition to mainstream services and permanent housing. We will work tirelessly to decrease unsheltered homelessness, helping provide a pathway for a return to stable, safe, and affordable housing.

D. Organizational Capacity

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D. Organizational Capacity

Please provide the following information.

MISSION (5 POINTS)

D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?

City with Dwellings (CwD) exists to cultivate a community of care so that people can move with dignity from trauma and homelessness to healing and housing stability. For the past 10 years, we've served people in Winston-Salem and Forsyth County experiencing homelessness and housing insecurity, with an intentional focus on those who are literally homeless with underlying vulnerabilities such as limited financial resources, mental illness, addiction, and weak social connections.

As the primary resource for the "street" homeless community, CwD provides safe space, housing assistance, advocacy, transportation, and low-barrier access to resources so that our most vulnerable neighbors can achieve housing stability. We employ strategies grounded in trauma-informed care, healing, and harm reduction, and that elevate the lived expertise of people experiencing homelessness. Our outreach team builds relationships with our unsheltered neighbors, providing the assistance and encouragement necessary for them to take steps toward health and housing stability. Staff and volunteers at our day center, the Community First Center, connect people to shelter, housing, food, healthcare resources, and more. For 10 winters, CwD has provided emergency overflow shelter in partnership with local churches and hundreds of volunteers. CwD's peer support specialists provide supportive services for highly vulnerable, newly-housed individuals who've experienced chronic homelessness.

FUNCTION (5 POINTS)

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

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

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

City with Dwellings uses a community-building model in our approach to working with unhoused individuals. Our programs benefit the City of Winston-Salem and its citizens in four significant ways.

1) CwD provides support year-round for individuals experiencing homelessness at the Community First Center (CFC), our drop-in day center. Those who visit the CFC receive support in navigating a complex system of housing, health and employment resources. The CFC receives mail and assists individuals in obtaining birth certificates and identification required to start the housing process. Future plans include a variety of programs that engage individuals in practical life-skills as well as innovative art, gardening, and music therapy experiences. This is the work that will form the foundation for the expansion to the one-stop resource center.

2) One of CwD's greatest strengths, our street outreach team facilitates effective collaboration with existing resource providers and meaningful engagement with individuals experiencing homelessness. CwD is the only homeless service

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agency in the area that provides transportation to the DMV, Social Security office and existing resource providers as part of our outreach efforts. This person-centered approach works to maximize, not duplicate, the resources and services available in this community. Street Outreach helps fill gaps between service providers and the street/shelter population.

3) Since 2012, CwD has provided Winter Emergency Shelter, partnering with local congregations to shelter as many as 60 men and women each night. CwD plans to operate three shelters for FY21-22, providing emergency shelter for up to 50 or more individuals.

Finally, CwD’s programs are based on a highly participatory community model, connecting individuals to available resources which address his or her unique situation, made possible by a strong volunteer network. Since CwD’s inception more than 2,500 individuals have volunteered in one of our programs, which offer a unique platform that brings volunteers who have landed jobs, maintained a lease, or managed debt into community with individuals in crisis. Building trusting relationships and sharing social capital helps support individuals in their efforts to regain stability, and achieve goals. CwD’s work with volunteers and persons experiencing homelessness makes a significant positive impact in the lives of individuals in crisis that can’t be measured in dollars but in accomplished goals, accountability, a sense of belonging, and lives changed by greater stability, health and self-determination.

Our community-building model assists individuals experiencing homelessness while engaging the wider community in this work, and results in a stronger, better city for all of Winston-Salem's citizens.

STRUCTURE (5 POINTS)

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

| Position Title | Activities/Inputs | Total Work Hours Per Week | % of hours proposed to be funded |
|--|---|---------------------------|----------------------------------|
| One Stop Resource Center Program Manager | The One-Stop Resource Center Program Manager works to build relationships with persons experiencing homelessness, advocate for, and assist with connecting individuals experiencing homelessness to services and housing. They facilitate community collaboration resulting in successful access by unhoused individuals to necessary resources and services, including outreach services, case management, wrap-around supportive services, emergency assistance, and access to coordinated community services such as medical, mental health, and other programs. | 40 | 100.00 % |
| Guest Services Coordinator | The Guest Services Coordinator offers radical hospitality to City with Dwellings (CwD) program participants, ensuring each is welcomed and valued as a member of the CwD community. Provides staff support for program manager, outreach team, and CFC events such as open hours and the one-stop resource center. (Two part-time positions at 12 hours/week each.) | 12 | 50.00 % |
| Director of Diversion & Outreach | Team leader; oversees all outreach efforts and staff, including outreach activities based in our day center, the | 40 | 0.00 % |

| | | | |
|--|--|--|--|
| | Community First Center, as well as collaborative resourcing with community partners and agencies, and direct street outreach work in the community with unsheltered neighbors. | | |
|--|--|--|--|

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 |
|----------------------|--------------------|--------------|----------------------------------|
| Ruth Cole Burcaw | Executive Director | \$75,000.00 | 0.00 % |

D.6. Attach an organizational chart

Organizational Chart *Required

Org Chart CwD Nov 2022.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. Best practices for accessing a diverse hiring process and candidate pool include:

Positions and job descriptions are approved by our Board of Directors. Jobs are posted on our organizational website, advertised through numerous job boards and social media, and shared with the City of Winston-Salem, United Way, Continuum of Care agencies, and local colleges and universities. Interested candidates are evaluated for their ability to perform the functions required and relative experience and if appropriate, interviewed by a diverse team of board members and staff. There is no discrimination based on gender, race religion, sexual orientation or ethnicity. The candidate chosen for the position is recommended for board approval.

Please enter the total number of Full-Time Positions and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

| | Male - White | Male - Black | Male - Other | Female - White | Female - Black | Female - Other |
|--------------------------|--------------|--------------|--------------|----------------|----------------|----------------|
| Executives/Managers | | 1 | | 2 | | |
| Professionals | 1 | | | 1 | | |
| Technicians | | | | | | |
| Office/Clerical | | | | | | |
| Laborers/Service Workers | | | | | | |
| Total Full-Time | 1 | 1 | 0 | 3 | 0 | 0 |

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

| | Male - White | Male - Black | Male - Other | Female - White | Female - Black | Female - Other |
|---------------------|--------------|--------------|--------------|----------------|----------------|----------------|
| Executives/Managers | | | | | | |
| Professionals | | 1 | | 1 | 1 | 1 |

| | | | | | | |
|--------------------------|---|---|---|---|---|---|
| Technicians | | | | | | |
| Office/Clerical | | | | | 1 | |
| Laborers/Service Workers | | | | | | |
| Total Part-Time/Temp | 0 | 1 | 0 | 1 | 2 | 1 |

D.8.

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

2022 Board of Directors (2).pdf

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

12

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

12

ABILITY (5 POINTS)

D.11. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.

Adaptable, low-barrier service delivery from the original point of engagement on the street through (and beyond) housing acquisition is key to helping individuals rapidly secure and maintain safe, affordable, and permanent housing. Every effort will be made to meet people where they are, walking alongside them as they navigate the barriers to housing. Hiring a program manager dedicated to the creation and implementation of the one stop resource center is the first critical step towards these outcomes. Once established, the interconnected web of services and partners will ensure people experiencing homelessness stay connected or “on the radar” so they can take every opportunity to move forward, if they desire to do so.

We'll engage a group of stakeholders who can provide services that will enable individuals to access needed services in the easiest way possible. This group will include people with lived experience. Person-centered engagement means CwD is continuously soliciting feedback from our neighbors experiencing homelessness, our recently housed community members, and others with lived experience. People with lived experience have key roles, including advisors, partners, and staff, in strategic areas of organizational activities, such as program planning, outreach, peer support, food service/hospitality, facilities maintenance, and informal networks of support.

CwD benefits from an improved awareness and knowledge about the strengths, needs, challenges, and systemic barriers experienced by the community we serve, and their experiences and feedback help us to further refine professional skills and programming to reach and engage individuals in these communities. Our service delivery model relies heavily on building trusted relationships with those we serve. Part of that relationship includes honest conversations about ways we can serve them more effectively. We incorporate this feedback into our organizational decision-making whenever possible. Thirty percent (30%) of our current staff are people with lived experience. They provide direct services and deliver strength-based, trauma-informed support, services, and programs grounded in shared and common experiences as outreach staff and peer support specialists.

Program goals are then achieved through a low-barrier, collaborative service delivery model that focuses on: Staff recruitment and hiring, program development with input from agency representatives and people with lived experience, and ultimately, Community First Center (CFC) service expansion that includes the one stop resource center.

We want this to happen as soon as possible and in fact, are already taking some action to organically develop a "one-stop" model at the CFC, but will need this funding before staff recruitment can occur.

D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?

The winter shelter season of 2020-21 was unlike anything CwD has done before, as our partner sites could not safely provide shelter due to the pandemic. For the 2020-21 winter shelter, our street outreach team worked with partner providers in the CoC to identify highly vulnerable and hard to serve homeless individuals who needed shelter and were not likely to find it elsewhere. CwD sheltered between 40-50 individuals each night from December 1 to March 31 in a local motel. Community and church partners provided three hot meals a day. Inspired by our supportive housing project, peer support specialists were at the motel to connect guests with resources and to help them continue on the path to permanent housing. Many program participants were able to acquire permanent housing at the end of the shelter season.

We learned that we can adapt successfully to changing circumstances with good partners and a focus on our mission. CwD's agility, nimbleness, and action bias are defining features of our organization, and present in all of our work and programs, both now and in the future.

D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?

City with Dwellings has a responsibility to not only respond to the immediate crisis of homelessness, but to also transform our culture into one that supports and embraces diversity, equity, and inclusion. Our core purpose now encompasses an intentional commitment to create change and cultivate a community of care so that people can move with dignity from trauma and homelessness to healing and housing stability. We are committed to promoting a diverse, inclusive, and equitable workplace, which ensures our services respond effectively to the evolving needs of our community. Our Board, leadership team and staff are broadly representative of the BIPOC communities we serve.

Our trauma-informed approach to homelessness involves awareness and responsiveness to trauma and cultivates safe and supportive environments. We continue efforts to be culturally responsive, especially when dealing with trauma from interpersonal, systemic, and structural racism and oppression. Our low-barrier, person-centered, individualized strategies build relationships with and prioritize our underserved populations. We will continue to provide culturally-responsive skills training, work to diversify our board and staff, and continue our self-examination as we work to build a culturally competent and trauma resilient organization serving vulnerable unsheltered people.

E. Cost Effectiveness

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Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information.

BUDGET AND FUNDING (10 POINTS)

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

| Expenditures by Program | Budgeted FY 22-23 | Projected Actuals FY 22-23 | Proposed Budget FY 23-24 |
|--------------------------------------|---------------------|----------------------------|--------------------------|
| Program Services | \$601,597.00 | \$589,952.00 | \$515,139.00 |
| Fundraising | \$79,730.00 | \$65,813.00 | \$58,687.00 |
| Management and General | \$43,489.00 | \$99,196.00 | \$78,249.00 |
| Total Expenditures by Program | \$724,816.00 | \$754,961.00 | \$652,075.00 |

| Expenditures by Category | Budgeted FY 22-23 | Projected Actuals FY 22-23 | Proposed Budget FY 23-24 |
|---|---------------------|----------------------------|--------------------------|
| Employee Salaries and Wages | \$514,500.00 | \$482,502.00 | \$524,000.00 |
| Employee Benefits | \$8,000.00 | \$8,017.00 | \$8,000.00 |
| Facility Rent and Utilities | \$74,000.00 | \$71,428.00 | \$51,600.00 |
| Training and Conference Registration | \$6,000.00 | \$719.00 | \$3,500.00 |
| Membership and Dues | \$1,000.00 | \$1,605.00 | \$1,500.00 |
| Travel and Transportation | \$2,750.00 | \$4,075.00 | \$3,500.00 |
| 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 | \$24,000.00 | \$21,534.00 | \$26,000.00 |
| Other Operating Expenditures | \$94,566.00 | \$165,081.00 | \$33,975.00 |
| Capital Outlay | \$0.00 | \$0.00 | \$0.00 |
| Total Expenditures by Category | \$724,816.00 | \$754,961.00 | \$652,075.00 |

| Revenues by Category | Budgeted FY 22-23 | Projected Actuals FY 22-23 | Proposed Budget FY 23-24 |
|-----------------------------------|-------------------|----------------------------|--------------------------|
| City of Winston-Salem | \$243,201.00 | \$266,725.00 | \$299,000.00 |
| Forsyth County | \$0.00 | \$0.00 | \$0.00 |
| State of North Carolina | \$0.00 | \$0.00 | \$0.00 |
| Federal Government | \$0.00 | \$0.00 | \$0.00 |
| Admissions/Program Revenues/Sales | \$0.00 | \$0.00 | \$0.00 |

| | | | |
|-----------------------------------|---------------------|---------------------|---------------------|
| Memberships | \$0.00 | \$0.00 | \$0.00 |
| Donations | \$360,109.00 | \$315,192.00 | \$307,000.00 |
| Foundation Grants | \$32,500.00 | \$60,500.00 | \$42,750.00 |
| Interest and Investment Income | \$0.00 | \$0.00 | \$0.00 |
| Parent Organization | \$0.00 | \$0.00 | \$0.00 |
| Other | \$51,575.00 | \$72,969.00 | \$56,931.00 |
| Total Revenues by Category | \$687,385.00 | \$715,386.00 | \$705,681.00 |

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

Other Expenditures: direct programming costs, supplies - office & kitchen, postage, telephone, printing, cleaning/trash removal, pest control, furnishings, alarm system, relocation costs, building maintenance, computer and equipment purchase & repairs, depreciation, auto maintenance and gas, computer software, insurance, meals, bank charges, licenses & permits, in-kind goods and services.

Other Revenues: Federated grants, in-kind donations, gain/loss on disposal of asset.

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 |
|------|------------------------------------|----------------|
| 2022 | City ESG (FY23) | \$36,000.00 |
| 2022 | City ESG- CV (2022-23) | \$180,000.00 |
| 2022 | City ESG (FY22) | \$32,000.00 |
| 2021 | City ESG (FY21) | \$27,181.00 |
| 2022 | CDBG CV1 Diversion | \$39,000.00 |
| 2022 | City ESG CV2- Emergency Shelter | \$340,835.00 |

E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.

| Activity | Funding Requested from City | Funds from Other Sources | Other Funds Source |
|---|-----------------------------|--------------------------|--|
| Program Manager | \$55,000.00 | \$5,000.00 | private funding |
| Guest Services Coordinator(s) - 2 Part-time | \$11,520.00 | \$11,520.00 | foundations, other City funds, private |
| Center Operations (rent, utilities) | \$10,000.00 | \$42,000.00 | private, other City funds |
| | \$76,520.00 | \$58,520.00 | |

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.

This request includes funding for critical program staff to engage with individuals experiencing homelessness in our community and facilitate partnerships with agencies that can offer the critical services and resources needed to provide a one-stop resource center. A portion of program expenses (center operations) are also requested. Additional key staff and program expenses will be funded from other sources.

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.

We already rely on partnerships with entities such as Coordinated Intake, Bethesda Center, The Empowerment Project, Samaritan Ministries, law enforcement, Mobile Integrated Health, other CoC agencies, the City of Winston-Salem, Atrium Baptist Health, and the United Way's Housing Matters Team in order to leverage the strengths of the organization for the benefit of the individuals we serve. We also rely on a strong volunteer network. Based on information generated by the Independent Sector, the estimated value volunteers and partner organizations contribute to CwD's programs is more than \$950,000. Even with pandemic challenges, our dedicated volunteers have provided more than 3000 hours of support to the CwD community.

As we move into the execution phase of the one-stop resource center, we anticipate calling on these stakeholders and more to ensure cost-effective use of City funds.

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.

We are asking for new funding for a combination of staff and expenses for the one-stop resource center. Generous support from the City and private donors enabled us to continue our primary work and add staff capacity. We continue to find ourselves at capacity even as our team grows, and as COVID funds dwindle, are also facing a future without the crucial funding needed to continue providing services to this community's most vulnerable citizens. While direct contributions are generous and cover a portion of operating expenses, and we will certainly pursue any and all available funding sources; at this time, without city funding, we'd be unable to execute our program at the desired scale and would need to reassess our efforts.

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 would like to continue to partner with the city in this important work to lift up our most vulnerable neighbors and we would continue to submit requests for additional funding, all while pursuing any and all viable sources, from other governmental grants to private foundations. We continue to be the recipient of generous individual gifts and will be placing more emphasis on annual giving along with other sustainable funding sources. Our existing relationships and partnerships provide strong potential for future increased giving.

BARRIERS (3 POINTS)

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

While the long-term effects of the pandemic are still unfolding, we do anticipate an increased need within our community of neighbors. Funding and staff capacity are two obvious barriers to expanding into the one-stop resource center model. We are also concerned about the lack of safe, affordable housing for our neighbors, which increases the amount of time they are living on the streets and can have a destabilizing effect on their well-being. It also means there are more people to serve, which can be challenging for outreach staff.

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

Given appropriate funding, we do not anticipate any significant institutional barriers to expanding the Community

First Center to include the one stop resource center model.

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: | 76520 |
| Number proposed to be served for the year: | 1500 |
| Average City funds per beneficiary: | 51.01 |
| Proposed funds from all sources: | 135040 |
| Number proposed to be served for the year: | 1500 |
| Average total funds per beneficiary: | 90.03 |

F. Required Documents

Completed by ruth@citywithdwellings.org on 11/18/2022 1:25 PM

Case Id: 16267

Name: City with Dwellings - One Stop Shop - 2023/24

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

24894_D-CwD Conflict of Interest Policy (1).pdf

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

City with Dwellings - 2021 990.pdf

Organization By-Laws *Required

Copy of CwD By-Laws Board Adopted 2021-06-09.docx.pdf

Articles of Incorporation *Required

CwD Articles of Incorporation-NC SoS.pdf

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

CwD Fiscal Procedures and Controls-2022-09-01 (1).pdf

CoC-Anti-Discrimination-Policy.pdf

CwD Employee Handbook Dec 2021 -FINAL (1).pdf

IRS 501(c)3 Designation Letter *Required

Copy of IRS Determination Letter 2017.09.19.pdf

 **Audited Financial statements or third-party review from 2020 and 2021 *Required**

Copy of CwD Audit-Financial Review FY2020-FINAL.pdf

CwD 2021 Financial Review - Issued.pdf

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

***Required**

NC-SOS Active Status 2022-11-12.png

 **Other**

Guest Services Coordinator.pdf

OSRC Program Manager Job Description.pdf

G. Income Based Projects/Services Only

Case Id: 16267

Name: City with Dwellings - One Stop Shop - 2023/24

Address: *No Address Assigned

Completed by ruth@citywithdwellings.org on 11/17/2022 10:28 AM

G. Income Based Projects/Services Only

** Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

G.1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.

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

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

H. Construction/Rehab Only

Completed by ruth@citywithdwellings.org on 11/17/2022 10:28 AM

Case Id: 16267

Name: City with Dwellings - One Stop Shop - 2023/24

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project. **
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

H.1. Describe the proposed project and provide 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.

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 | Govt Funding |
|--------------|---------|-----------------|-----------|--------------|
|--------------|---------|-----------------|-----------|--------------|

Documentation

Development budget 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*

Participant/program data sample report

***No files uploaded*

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

***No files uploaded*

Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format.

***No files uploaded*

I. Emergency Shelter Only

Completed by ruth@citywithdwellings.org on 11/17/2022 10:28 AM

Case Id: 16267

Name: City with Dwellings - One Stop Shop - 2023/24

Address: *No Address Assigned

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project. **

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by ruth@citywithdwellings.org on 11/17/2022 10:28 AM

Case Id: 16267

Name: City with Dwellings - One Stop Shop - 2023/24

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 ruth@citywithdwellings.org on 11/18/2022 1:25 PM

Case Id: 16267

Name: City with Dwellings - One Stop Shop - 2023/24

Address: *No Address Assigned

Submit

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Ruth Cole Burcaw

Electronically signed by ruth@citywithdwellings.org on 11/18/2022 1:25 PM

IDIS Setup

No data saved

Case Id: 16267

Name: City with Dwellings - One Stop Shop - 2023/24

Address: *No Address Assigned

IDIS Setup

Please provide the following information.

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE