

# A. Organization & Contact Information

**Case Id:** 16246  
**Name:** Family Services Shelter - State ESG - 2023/24  
**Address:** \*No Address Assigned

Completed by jcassels@familyservicesforsyth.org on 11/18/2022  
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## A. Organization & Contact Information

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

### A.1. Organization Name

Family Services, Inc.

### A.2. Project/Program

Family Services Shelter - State ESG

### A.3. FY 2023-24 Funding Request Amount

\$20,000.00

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

\$1,284,002.00

### A.5. Mailing Address

1200 S. Broad Street Winston-Salem, NC 27101

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

Winston-Salem, NC

### A.7. Organization Website

www.familyservicesforsyth.org

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

1962

### A.9. Organization Fiscal Year

July-June

### A.10. Federal Tax ID Number

56-06890235

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Traci Ross

#### A.13. Email

tross@familyservicesforsyth.org

#### A.14. Phone

(336) 722-8173

### CONTACT

#### A.15. Name, Title

Jennifer Cassels

#### A.16. Email

jcassels@familyservicesforsyth.org

#### A.17. Phone

(336) 778-7076

### BOARD CHAIR

#### A.18. Name

Amber Koger

#### A.19. Term Expiration

06/30/2023

#### A.20. Email

amberkoger@inmar.com

#### A.21. Phone

(336) 770-3464

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## B. Project Overview

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2:47 PM

**Case Id:** 16246

**Name:** Family Services Shelter - State ESG - 2023/24

**Address:** \*No Address Assigned

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## B. Project Overview

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Please provide the following information.

### APPROACH (7 POINTS)

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

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

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

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

Families receiving services through the Clinical and Interpersonal Violence Services within the agency – Advocacy Services at the Bridges to Hope Family Justice Center of Forsyth County, Counseling program and through the 24/7 Domestic Violence / Sexual Assault crisis lines – are referred directly to the Shelter when emergency shelter is identified as a need. Access is often made through referrals from other court advocacy professionals, other community agencies, and other homeless or domestic violence shelters.

The Family Services Domestic Violence Shelter is staffed 24/7 to meet the needs of families for emergency shelter. It provides a safe and confidential haven. Available services include safety planning and crisis intervention, supportive case management, advocacy, support groups, counseling and referrals to other community resources. For those in need of permanent housing, the agency provides Rapid Rehousing services in partnership through our community's Continuum of Care. Guests at the Shelter often are linked to other agency services including trauma focused counseling for the guest and children, to Child Development / Head Start for preschool and additional community agencies for other needed services. Family Services operates the shelter under a trauma-informed, housing first approach. Those guests who engage with the case management and supportive services offered are the ones that gain the most benefit.

### NEED (7 POINTS)

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

The needs of the guests who enter the Family Services Domestic Violence Shelter are significant. Survivors often must flee their homes to escape life threatening violence for themselves and their children. Entering the Family Service emergency shelter is often the first step on the guest's journey to break free from their abuser and begin rebuilding a life of safety and self-sufficiency. Family Services strives to provide services that are customized to each individual situation through intensive case management. In addition to safety planning and crisis intervention, some guests need assistance with transportation, developing parenting skills, mental health or substance abuse services, employment,

finances and housing. Other are exploring educational options, coping with medical issues, and pursuing civil or legal options to protect their family.

From July 21 to June 22, Family Services provided safe shelter to 172 unduplicated guests for 4,893 nights of safe care.

#### **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?**

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

Family Services program staff are involved in our Continuum of Care and Coordinated Intake System. Staff are represented on the Continuum of Care Operating Cabinet and attend the Case Managers meetings and other trainings as scheduled. These meetings are particularly beneficial during staff transitions as we work to build community collaborative relationships.

Family Services served the lead agency in our community's planning process to implement a Family Justice Center in Forsyth County. We facilitated the planning process throughout 2017-2020. The Bridges to Hope Family Justice Center of Forsyth County officially opened in Spring 2021. Family Services is the lead service providing partner as the only Victim Service agency on site.

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

## C. Strategy and Performance

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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'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):

Safe and Secure Community

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

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

### PERFORMANCE (15 POINTS)

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

Family Services uses the Osnium database (a HUD compatible database) to capture participant and program data. Program staff enter all shelter guests into the database and there are numerous reports that can be used to review program performance. Reports are pulled monthly, quarterly, semiannually, as required to meet funder reporting requirements for the multiple funders of Interpersonal Violence Services. Key reports include VOCA, CAPERS, APRs, and ESG Quarterly Performance Report and semi-annual United Way outcome reports. Service Flex reports are generated monthly for program staff to review caseloads and performance and make program adjustments as needed. Osnium provides a robust platform for tracking information and provides technical support to the agency upon request.

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

Our Interpersonal Violence Services program has a system in place to provide ongoing monitoring and evaluation of our services. Responsibility rests with the Shelter Coordinator, the Housing Services Program Manager and the Director of Interpersonal Violence Services to ensure that the Shelter is running smoothly and issues are being addressed and resolved. Overall program planning and data analysis is coordinated with the Vice President of Clinical and Community Services. Services are regularly discussed and improved in regular staff meetings. When issues or processes in need of improvement are identified, staff leaders investigate evolving best practices in the field and reach out to other shelters in our state-wide network for suggestions on program adaptation.

During the continuing Covid 19 pandemic, capacity at DV shelter throughout the state has been reduced. At the Family Services Domestic Violence Shelter, we no longer have unrelated guests share a single room with two twin beds. This has reduced capacity. From July 21 to June 22, Family Services provided safe shelter to 172 unduplicated guests for 4,893 nights of safe care.

**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
Individuals fleeing domestic violence will access shelter services.	The Family Services Domestic Violence Shelter is staffed 24/7 to meet the needs of guests through case management, crisis intervention, safety planning and supportive counseling services.	86 women, children and men accessed emergency shelter. (Reporting a separate, unduplicated 86 on the City ESG application)	A projected 90 women, children and men will access emergency shelter. (Reporting a separate, unduplicated 90 on the City ESG application)	A projected 90 women, children and men will access emergency shelter. (Reporting a separate, unduplicated 90 on the City ESG application)
Victims will have more strategies for ensuring their safety.	A Victim Advocate Case Manager or Shelter Coordinator will work with each guest to develop a safety plan for guest and children.	97% of adult victims completing the exit survey report having more knowledge of how to plan for their safety	95% of adult victims completing the exit survey report having more knowledge of how to plan for their safety	95% of adult victims completing the exit survey report having more knowledge of how to plan for their safety

Victims will work towards accessing permanent housing.	Victim Advocate Case Managers will work with each guest remaining in shelter two weeks or more to develop a housing plan.	74% of the guests enrolled in Rapid Rehousing who exited in FY 22 exited to a positive housing destination.	75% of the guests enrolled in Rapid Rehousing who exited in FY 22 will exit to a positive housing destination.	76% of the guests enrolled in Rapid Rehousing who exited in FY 22 will exit to a positive housing destination.
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	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	86	86
FY22-23 Current Year Projected Results	90	90
FY 23-24 Next Year Anticipated Results	90	90

**C.6. FY 21-22 Program Accomplishments**

From July 21 to June 22, Family Services provided safe shelter to 172 unduplicated guests for 4,893 nights of safe care. The shelter has continued uninterrupted operations throughout the COVID-19 pandemic. In March 2020, shelter capacity was reduced to meet CDC guidelines for social distancing. From then on, the Family Services Domestic Violence Shelter no longer puts unrelated guests into the same room with two twin beds. This also now allows us to quarantine COVID positive guests or isolate presumed COVID positive guests while awaiting test results. The agency continues to provide training for all shelter staff around trauma informed care and practices, the empowerment model, and housing first approach to service.

**C.7. FY 22-23 Key Objectives**

Key objectives are to continue shelter services to meet the needs of individuals and families fleeing domestic violence, to connect shelter guests with safe housing resources and services, and to connect guests with additional community resources that will give them the opportunity to rebuild their lives free from violence.

## D. Organizational Capacity

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Case Id: 16246

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### D. Organizational Capacity

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Please provide the following information.

#### MISSION (5 POINTS)

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

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

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

- Child Development which encompasses the Early Head Start and Head Start programs serving over 600 preschool children in Forsyth County.
- Interpersonal Violence Services and the Child Advocacy Center which provide a continuum of services to victims of domestic violence, sexual assault, and human trafficking. Service locations include the Family Services Domestic Violence Shelter, the Family Services Child Advocacy Center, advocacy staff stationed at the Bridges to Hope Family Justice Center of Forsyth County, and community locations.
- Clinical Services covers the agency's counseling services including trauma focused services, the Strengthening Families program for adolescents and their parents / caregivers, and emotional, social and behavioral support for young children.

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

Case management and advocacy are essential in providing support for shelter guests. Our Victim Advocate Case Management staff provide safety planning and crisis intervention services, advocate with victims in the criminal justice system, work toward permanent housing plans through Rapid Rehousing, and assist with connections to community resources and follow up services.

#### FUNCTION (5 POINTS)

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

Since 1905

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

Our services continue to evolve to meet changing conditions. Family Services provides programs upon which the

community depends – helping families resolve crises, supporting and protecting victims of family violence, and preparing our community’s youngest and most vulnerable children to be ready to succeed in school and in life. Our major goals – making quality early childhood development programs available to every child in Forsyth county and ensuring that all children and families are free from the threat of family violence – continue to be the focus of our work within the community. Family Services has recently taken a leadership role in convening our community’s work around these two issues – The Pre-K Priority and the Bridges to Hope Family Justice Center of Forsyth County. Family violence impacts the quality of life and community for the residents of Winston-Salem. Domestic violence takes a physical and psychological toll not only the victim, but also on the family members such as children. These issues translate into higher healthcare costs, increased use of crisis services and the justice system, and lower productivity in the workplace. Our goals spring from a belief that our community’s economic vitality and social well-being depend on every child and every family having access to opportunities that help them to become truly remarkable and contribute their special talents back to the community.

**STRUCTURE (5 POINTS)**

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Housing Program Manager, Housing Services	Supervision of Victim Advocate Case Managers and Shelter staff, program quality and compliance	38	0.00 %
Shelter Coordinator	Manages the Shelter, supervises 24/7 staff	38	0.00 %
Resident Advisor	24/7 staff providing crisis intervention and support to guests. One resident advisor works 2nd shift, a second works 3rd shift, and several part-time staff work weekends and holidays.	123	0.00 %
Victim Advocate Case Manager	(3 staff) Frequent meetings with shelter guests to engage in safety planning, crisis intervention, supportive counseling. Works with guests to identify housing plan and bring into Rapid Rehousing as appropriate. Leverages community resources.	75	0.00 %
Vice President, Clinical and Community Services	Provides oversight and management of all interpersonal violence and counseling programs. Data analysis and review.	38	0.00 %

**D.5. List all executive staff and their compensation (other than per diem).**

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Traci Ross	President/CEO	\$178,989.98	0.00 %
Michelle Speas	Vice President, Philanthropy and Public Relations	\$132,964.00	0.00 %
Loris Dixon	Vice President, Finance and Administration	\$98,351.50	0.00 %
Jennifer Nelson-Weaver	Vice President, Clinical and Community Services	\$93,175.16	0.00 %
Tonia Shore	Vice President of Human Resources	\$80,234.18	0.00 %



Vivien Stearns	Vice President, Child Development Programs	\$94,210.22	0.00 %
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**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

Organization 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. Best practices for accessing a diverse hiring process and candidate pool include:**

Through its Equal Employment Opportunity Policy, Family Services strives to take positive measures to ensure that each employee or applicant is accorded equal consideration and opportunity regardless of race/color, religion, sexual orientation, gender identify or expression, age, disability, marital status, citizenship, or genetic information. Recruitment follows defined internal agency policies/procedures. The agency posts open positions internally and externally through a variety of sources – agency website, community newspapers, educational institutions, non-profit organizations such as United Way, and web-based recruiting such as Indeed, etc.

**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	1	7	1	
Professionals		1	2	6	7	4
Technicians						
Office/Clerical				1	4	
Laborers/Service Workers						
Total Full-Time	0	2	3	14	12	4

**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	2	2
Technicians				1	2	2
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp	0	0	0	2	4	4

**D.8.**

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

Board of Directors - Family Services 2022-2023.xlsx

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

4

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

4

**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.**

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

**D.12. 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?**

Family Services program and management staff regularly review program data and use the information gathered to inform and improve services. The many changes the agency made to how services have been delivered during the Covid-19 pandemic provide an example of our flexibility. While a number of other domestic violence shelters and services closed for periods of time, the Family Services shelter has not closed one day due to Covid. Management instituted a rotation that allowed staff to take turns working from home to minimize potential Covid exposure. Staff and leaders are trained in trauma-informed practices. Many of these approaches have been implemented through Family Services domestic violence shelter programs.

**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)?**

Family Services has a commitment to equity, diversity and inclusion. The physical building of the shelter includes handicapped accessible rooms and bathrooms. The shelter serves people of all races, genders, and abilities. Human Resources strives to hire staff who reflect guest demographics whenever possible, including bilingual staff.

## E. Cost Effectiveness

Case Id: 16246

Name: Family Services Shelter - State ESG - 2023/24

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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 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$2,954,486.00	\$2,954,486.00	\$2,954,486.00
Fundraising	\$405,157.00	\$405,157.00	\$405,157.00
Management and General	\$123,951.00	\$123,951.00	\$123,951.00
<b>Total Expenditures by Program</b>	<b>\$3,483,594.00</b>	<b>\$3,483,594.00</b>	<b>\$3,483,594.00</b>

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$2,273,593.00	\$2,273,593.00	\$2,273,593.00
Employee Benefits	\$544,249.00	\$544,249.00	\$544,249.00
Facility Rent and Utilities	\$48,794.00	\$48,794.00	\$48,794.00
Training and Conference Registration	\$24,908.00	\$24,908.00	\$24,908.00
Membership and Dues	\$17,318.00	\$17,318.00	\$17,318.00
Travel and Transportation	\$6,854.00	\$6,854.00	\$6,854.00
Grants to Individuals and Organizations	\$8,000.00	\$8,000.00	\$8,000.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$84,269.00	\$84,269.00	\$84,269.00
Other Operating Expenditures	\$475,609.00	\$475,609.00	\$475,609.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$3,483,594.00</b>	<b>\$3,483,594.00</b>	<b>\$3,483,594.00</b>

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$20,000.00	\$20,000.00	\$20,000.00
Forsyth County	\$731,424.00	\$731,424.00	\$731,424.00
State of North Carolina	\$313,790.00	\$313,790.00	\$313,790.00
Federal Government	\$484,071.00	\$484,071.00	\$484,071.00
Admissions/Program Revenues/Sales	\$770,000.00	\$770,000.00	\$770,000.00

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Memberships	\$0.00	\$0.00	\$0.00
Donations	\$320,000.00	\$320,000.00	\$320,000.00
Foundation Grants	\$362,099.00	\$362,099.00	\$362,099.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
<b>Total Revenues by Category</b>	<b>\$3,001,384.00</b>	<b>\$3,001,384.00</b>	<b>\$3,001,384.00</b>

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

The amounts listed under "Other Operating Expenditures" are the totals for expenditures that did not have a specific line item listed above such as maintenance and repairs, janitorial services, indirect costs, office/program supplies, food and beverage, printing, among others. "Other Revenue" would include United Way and Capital Campaign contributions.

**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	ESG	\$12,822.00
2020	ESG	\$15,245.00
2019	ESG	\$20,789.00
2018	ESG	\$20,448.00
2017	ESG	\$21,194.00

**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
Utilities	\$20,000.00	\$0.00	N/A
	\$20,000.00	\$0.00	

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

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

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

N/A

**E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.**

This year's request is for a similar amount funded for 2021-2022. Funding is requested to support the shelter operating costs (such as utilities.)

**SUSTAINABILITY (7 POINTS)**

**E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.**

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

**BARRIERS (3 POINTS)**

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

There are no known barriers.

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

There are no known barriers.

**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:	20000
Number proposed to be served for the year:	85
Average City funds per beneficiary:	235.29
Proposed funds from all sources:	380224 (shelter budget)
Number proposed to be served for the year:	85
Average total funds per beneficiary:	4473.22

## F. Required Documents

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Case Id: 16246

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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**

1A - Code of Conduct Policy Procedure.doc

1B - Conflict of Interest Policy (Governance).docx

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

2 - 990 Final.pdf

**Organization By-Laws \*Required**

3 - Agency By-laws.doc

**Articles of Incorporation \*Required**

4 - Articles of Incorporation, 1962.pdf

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

5A - Whistle Blower Policy Procedure.doc

5B - Record Retention.doc

5C - Financial Accountability Policy.doc

5E - Confidentiality Policy and Procedures.doc

5F - Medication Adm Policy.doc

5G - Fair Housing Policy.doc

5H - Data Breach Procedure.doc

5I - Diversity Equal Employment Opportunity Policy Procedure 10-27-22.doc

5D - Internal Financial Control and Accounting Procedures.doc

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

6 - IRS 501(c)3 Designation Letter.pdf

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

7 - Family Services Audited Financials.pdf

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

**\*Required**

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

**Other**

*\*\*No files uploaded*

## G. Income Based Projects/Services Only

Case Id: 16246

Name: Family Services Shelter - State ESG - 2023/24

Address: \*No Address Assigned

Completed by jcassels@familyservicesforsyth.org on 11/18/2022  
2:50 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 jcassels@familyservicesforsyth.org on 11/18/2022  
2:51 PM

Case Id: 16246

Name: Family Services Shelter - State ESG - 2023/24

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 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
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### Documentation

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**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 jcassels@familyservicesforsyth.org on 11/18/2022  
2:50 PM

Case Id: 16246

Name: Family Services Shelter - State ESG - 2023/24

Address: \*No Address Assigned

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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	\$20,000.00
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
	\$20,000.00

## J. Rapid Rehousing and HMIS Only

Completed by jcassels@familyservicesforsyth.org on 11/18/2022  
2:51 PM

Case Id: 16246

Name: Family Services Shelter - State ESG - 2023/24

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 jcassels@familyservicesforsyth.org on 11/18/2022  
2:51 PM*

**Case Id:** 16246

**Name:** Family Services Shelter - State ESG - 2023/24

**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.**

Jennifer Cassels

*Electronically signed by jcassels@familyservicesforsyth.org on 11/18/2022 2:51 PM*

# IDIS Setup

No data saved

**Case Id:** 16246

**Name:** Family Services Shelter - State ESG - 2023/24

**Address:** \*No Address Assigned

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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**