

# A. Organization & Contact Information

Case Id: 14304  
Name: greeNest Operations - 2022/23  
Address: \*No Address Assigned

Completed by greenestws@gmail.com on 11/19/2021 3:48 PM

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## A. Organization & Contact Information

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

### A.1. Organization Name

greeNest

### A.2. Project/Program

Operations

### A.3. FY 2022-23 Funding Request Amount

\$31,000.00

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

\$402,133.00

### A.5. Mailing Address

630 Brookstown Ave. Winston -Salem, NC 27101

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

630 Brookstown Ave. Winston -Salem, NC 27101

### A.7. Organization Website

greeNest

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

2015

### A.9. Organization Fiscal Year

greeNest

### A.10. Federal Tax ID Number

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Julia Toone, Executive Director

#### A.13. Email

julia@greenestws.org

#### A.14. Phone

(336) 661-8091

### CONTACT

#### A.15. Name, Title

Julia Toone, Executive Director

#### A.16. Email

julia@greenestws.org

#### A.17. Phone

(336) 661-8091

### BOARD CHAIR

#### A.18. Name

Karen Blaylock

#### A.19. Term Expiration

12/31/2021

#### A.20. Email

lockksb@aol.com

#### A.21. Phone

(336) 462-4887

## B. Project Overview

Completed by greenestws@gmail.com on 11/19/2021 3:48 PM

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## B. Project Overview

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Please provide the following information.

### APPROACH (7 POINTS)

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

This year, greeNest is seeking \$31,000 from the City of Winston-Salem to help the support the operation of its two largest programs, Finally Home and Up Off the Floor. Specifically, \$10,000 will pay for 20% of the cost for the Up Off the Floor Program, \$8,400 to increase the current Assistant Warehouse Manager's hours 25% to full-time, and \$12,600 will enable us to add a much needed new part-time Assistant Program Manager.

Each year, greeNest's Finally Home program provides Winston-Salem and Forsyth County's most vulnerable, low-income residents with the opportunity to shop for furnishings which transform the housing they have waited for into a home. In FY 2020, 208 households, totalling 452 individuals were impacted by the Finally Home program, shopping at greeNest's showroom for furniture and home essentials to fully furnish their homes.

Finally Home is the only program in Winston-Salem or Forsyth County that helps our most vulnerable community members furnish their new homes. The program saves participants valuable time and money. One afternoon spent shopping at greeNest's furniture showroom is all the time needed for program participants to fully equip their home's living room, kitchen, and bedroom. Finally Home shoppers also find essentials needed for day-to-day living such as cookware, dishes, utensils, bed and bath linens, as well as decorative items such as rugs, lamps, and artwork. Finally Home also significantly decreases the financial burden and stress of furnishing an empty apartment. A one-bedroom apartment can be completely furnished with necessities and essentials from greeNest's showroom for about \$250. The low-average estimated retail cost to furnish a one-bedroom apartment is \$2500.

greeNest's Up Off the Floor Program provides new beds for children in Winston-Salem and Forsyth County between the ages of 3-18 years. In FY 2020, greeNest helped get 222 children who were sleeping on the floor into a new bed. As funding allows, greeNest supplies new twin beds, pillows and bedding at no cost to the family.

The need in our community is great, and unfortunately has increased as a result of the COVID-19 Pandemic. In the January 2020 the Point in Time Count, there were 504 homeless persons in Winston-Salem/Forsyth County. There has been an alarming increase in unsheltered, or street homeless persons in our community. Based on Winston-Salem Forsyth County Continuum of Care data, the number of street homeless individuals grew from 50 individuals in January 2020, to 281 persons as of November 1, 2021.

Operational support from the city for the Finally Home and Up Off the Floor programs will enable greeNest to achieve its goal to meet growing demand for these two programs. This support will enable greenest to continue our work transforming lives one nest at a time.

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

Finally Home participants are referred to greeNest by over 95 partner agencies. These agencies include local nonprofits, community groups, and faith communities who work with families and individuals who are transitioning from a housing crisis into stable housing. Referrals for the Up Off the Floor children's bed and bedding program are made by guidance counselors and by social workers in WSFC Title I Schools and through Head Start. Some families are served by both the Finally Home and Up off the Floor programs.

There is no other agency in our community helping newly housed individuals furnish their homes, and greeNest is one of only three agencies providing children a bed of their own in Winston-Salem and Forsyth County.

Eligibility for Finally Home is based on criteria set by each partner agency and most typically includes the participant's ability to maintain housing through a consistent income, as well as participating in applicable training such as financial management, parenting or life skills. The greeNest program team communicates with case managers prior to the client's shopping appointment to ensure the furniture showroom is stocked with a good selection of items the shopper needs. Volunteers carefully sort and clean all donated furniture to make sure all items are in good repair, then creatively display them in living, dining and bedroom vignettes that resemble a retail furniture showroom.

greeNest's board, staff, and volunteers put a great deal of thought and care into the program to ensure every Finally Home shopper has a great experience in the showroom. Housing insecurity negatively impacts the physical and mental health of individuals. Community volunteers are trained to make each Finally Home shopper feel cared for, safe, and respected when they visit the showroom. Only one appointment is scheduled at a time so program participants can have the showroom to themselves and take the time they need to make decisions. It is an exciting time for shoppers; they are beginning a new chapter in life and the greeNest team is both honored and excited to help individuals create their new home. greeNest has created a place where individuals and families are empowered to choose the items they want and need at an affordable price. Once all furniture and furnishing choices are made, a pick-up and delivery time is set up and scheduled by the program participant.

The furniture showroom and warehouse are a place where volunteers are able to connect with and get to know our partner agencies and participants as well as gain a better understanding of the stories and circumstances of individuals who are newly housed. At greeNest, supporting the creation of a warm and welcoming new home is an important part of helping participants successfully start a new chapter in their lives. We believe it is more likely that clients will remain in stable housing situations because of our service.

The Up Off The Floor program helps children who do not have a bed and must sleep on the floor or share a bed with another family member. Each child receives a new platform bed, a new mattress and can choose from a variety of bedding options to make their bed their own. Getting children up off the floor and into a bed of their own provides a better night's sleep and a healthier environment. There is no charge for Up Off the Floor, and items are packaged to be transported by car and do not require larger vehicles, vans or trucks.

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

Prior to greeNest's founding in 2015, no organization in the Winston-Salem Forsyth County area provided home furnishings for individuals who had been housed after experiencing housing instability or a housing crisis.

Each year since greeNest's first complete operational calendar year in 2016, the number of households benefiting from the Finally Home program has grown each year by an average of 33%. In the past year, there has been a tremendous increase in demand for both the Finally Home and Up Off the Floor program, which combined, grew 29% to date in

2021.

Based on data from the Winston-Salem Forsyth County Continuum of Care regarding individuals experiencing homelessness in our community as well as data from Eviction Lab, a national database maintained by Princeton University, we anticipate continued increases in demand for both these programs over the next two to three years.

Exacerbating the circumstances contributing to housing instability in our community is a crisis-level lack of affordable housing stock, low wages, and limited economic mobility. As a result of these and other factors, households become rent-burdened, making it difficult for individuals to remain stably housed.

Given the standard 30% metric guiding the amount a household can afford to spend of its monthly income on housing and utilities, the following data makes it very difficult for extremely low-income households maintain their housing: The city's lowest income households can afford \$464 in monthly rent, however, fair market rent for a one-bedroom apartment is \$670 (HUD 2021).

In Winston-Salem's high poverty neighborhoods, 59% of those households are considered rent or housing-cost burdened (DC study).

71% of households making below 30% of the Area Median Income of are severely cost burdened, paying more than 50% of their income on rent (WS/FC study).

When low-income households spend a high percentage of their income on fair market rentals, little remains for essentials like food, clothing, transportation, and medical care, which makes those households vulnerable to instability and eviction. Minor emergencies can become catastrophic and lead to displacement in the form of eviction or homelessness for these households, creating a ripple effect negatively impacting schools, neighborhoods, and homeless shelters throughout the community.

During the 15 months prior to March 2020, before the first eviction moratorium was put in place, Forsyth County averaged 880 eviction filings per month. In the 15-month period from April 2020 to the end of June, 2021 there were an average of 262 eviction filings per month in Forsyth. That's a decline of about 70%. Experts anticipate the number of eviction filings to surpass the prior 880 average per month in 2022. When a family is evicted from their home, their household furnishings are usually lost.

The challenging economic conditions exacerbated by the pandemic have resulted in an increase in demand for greeNest programs. Based on eviction data, as well as an increase in the number of street homeless individuals from 50 to 281 over the course of the pandemic, the organization is anticipating an even greater demand for the Finally Home and Up Off the Floor programs.

Housing Instability, homelessness and eviction can have lasting negative effects on mental health such as depression, anxiety, and post-traumatic stress disorder.

#### **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?**

Collaborative partnerships with the public and private sectors are central to greeNest's Finally Home and Up Off the Floor programs. Our partners' experience working with the community is invaluable, and their expertise provides a reliable bridge into both programs. greeNest could not operate effectively without these collaborative relationships.

Our organization partners with schools, social service agencies and faith-based outreach programs in Forsyth County that assist families and individuals who have experienced a housing crisis.

We collaborate with 95 organizations for the Finally Home and Up Off the Floor program, including:

- Salvation Army
- Samaritan Ministries
- City with Dwellings
- Experiment in Self-Reliance
- Positive Wellness Alliance
- World Relief
- Family Services
- Project Reentry
- Bethesda Center
- Winston-Salem Forsyth County Schools
- St. Paul's Episcopal Church

The Up Off the Floor program relies on its partnership with the Winston-Salem/Forsyth County School system's Title 1 Schools and the Head Start program to identify children in need of beds and bedding.

We rely on input and feedback from our partners, as we are continuously seeking ways to better serve the community. Representatives from 3 of our partner agencies as well as the head of the Winston-Salem Forsyth County Schools Title I program serve on greeNest's board and various committees to provide program feedback and guidance.

At the completion of each client visit, we ask both the client and the case manager to complete a post visit survey about our services. Since the beginning of the COVID-19 pandemic we have surveyed partners regularly to assess current and anticipated needs. These relationships help us understand changes in the community and help us prepare to meet that need.

We rely on volunteers to open our doors. Volunteers process, clean, sort and display donations. They serve on committees to help greeNest operate and they assist the clients and case managers when they visit greeNest. Area schools, faith-based groups and businesses provide volunteers, and help provide valuable word-of-mouth advertising to promote our volunteer and donation needs.

Some of the donated items we receive do not meet our criteria for furnishings. We redirect almost all of those items to a variety of partnership nonprofits including Goodwill of NWNC, Habitat Restore, Second Harvest Food Bank (to support their community cooking school classes), and the Forsyth Humane Society.

## C. Strategy and Performance

Completed by greenestws@gmail.com on 11/19/2021 4:22 PM

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### C. Strategy and Performance

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Please provide the following information.

#### STRATEGY (5 POINTS)

C.1. The City of Winston-Salem'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.

Internally, program participants data such as demographics, greeNest visit information, and items selected by the client for their homes is tracked through a google database by greeNest's Program Manager.

Participant feedback survey information is collected at the end of each visit from the program participant and from the partner agency case manager. This information is entered into a google spreadsheet and tallies are reviewed by greeNest's Program Committee members, which is comprised of partner agency representatives, board members and a former program participant. This committee meets every other month and makes recommendations for program changes based on information obtained from feedback surveys. The program committee also promotes our ongoing effort to connect to additional agencies, community groups and pastoral care groups. Additionally, greeNest's

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Program Manager tracks Finally Home visit dates and contacts clients and case managers one year after their visit to confirm that housing has been maintained. If it has, they are invited back for a bonus shopping visit to greeNest and provided a \$25 voucher to purchase additional housewares. This annual touchpoint helps us track housing status for program participants and maintain relationships with these individuals for continued program feedback. Beginning in 2022, greeNest will begin utilizing the Homeless Management Information System (HMIS) to track program participant information such as demographic data and housing status.

Finally Home furniture inventory is tracked by warehouse staff in a google spreadsheet. We track all incoming donations of furniture and housewares and all outgoing items selected by program participants. This is monitored on a daily basis to assess inventory needs and collated for a monthly report that is reviewed by greeNest's Executive Director and greeNest's bookkeeper. The Warehouse Manager manages twin mattress inventory for the Up Off the Floor Program. Twenty mattresses can be stored in the warehouse at a time, which is enough inventory to meet about two weeks' demand for the program.

All data outlined above is used to provide a "dashboard" to the greeNest Board of Directors at each meeting. Program goals are: 1) to connect to and serve those in need of our services, 2) to maintain the essential houseware and furnishing inventory requested by program participants 3) to provide an exceptional experience for all who visit greeNest and 4) to reduce the high housing turnover rate for those impacted by homelessness.

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

If we don't meet our program goals for numbers served by the Finally Home and Up Off the Floor furnishing programs, we will work with our Program Committee and partner agencies to determine if there are barriers to service that are limiting people accessing our programs.

If barriers to effective service delivery are identified, our team develops strategies to reduce or eliminate them. For example, if we are unable to maintain inventory to meet demand for essential housewares, we engage our 3,800 social media followers and share the specific needs, mobilize our faith community partners, or as a last resort, will purchase needed items . If client follow-up survey results show any dissatisfaction with the services we offer or their experience with greeNest, we will consult with our Program Committee, as well as ask clients and partner agencies for their ideas to address any issues and improve services. If fewer than 50% of furniture program participants maintain housing for one year, we will survey case managers and former program participants to see if there is more we can do within the our programs to support long-term stable housing for program participants.

**Attach participant/program data sample report**

**Participant/Program Data Sample Report \*Required**

Nov 21.pdf

**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 20-21 Previous Year Results	FY 21-22 Current Year Projected Results	FY 22-23 Next Year Anticipated Results
Maintain an inventory of of new mattresses, bedframes and bedding to meet community need for children's beds.	<ul style="list-style-type: none"> <li>-Track inventory of beds and bedding for children</li> <li>-Purchase beds and bedding to maintain inventory</li> </ul>	100% of referred children received beds	100% of referred children will receive beds	100% of referred children will receive beds
Serve low income Forsyth County families in need of housing essentials.	<ul style="list-style-type: none"> <li>-Partner with community agencies, groups and faith based institutions to connect to low income families in need of gN service</li> <li>-Process participant referrals</li> <li>-Collect wish list of needed items from program participant</li> <li>-Ensure needed essentials are available</li> <li>-Schedule appointment for program participant to select their furnishings at gN</li> </ul>	452 people served	587	821
Provide beds to Forsyth county children between 3-18 years who have limited or unsafe sleeping conditions.	<ul style="list-style-type: none"> <li>- Partner with WSFC School personnel and HeadStart personnel to identify children in need of a bed</li> <li>-Process referral of program participant</li> <li>-Ensure adequate inventory is availalbe to meet need</li> <li>-Schedule appointment for program participant to get bed(s)</li> </ul>	377 served	486 served	680 served

Provide exceptional greeNest experience for all program participants.	<ul style="list-style-type: none"> <li>-Train staff and volunteers on best practices in customer service</li> <li>-Ensure multiple options of good quality home furnishings are available.</li> <li>-Display furnishings and housewares beautifully on showroom floor</li> <li>-Schedule private appointment for each program participant to have time to select items without feeling rushed.</li> </ul>	97% of program participants surveyed were very satisfied with their experience at greeNest.	97% of program participants surveyed will be very satisfied with their experience at greeNest.	97% of program participants surveyed will be very satisfied with their experience at greeNest.
Reduce the housing turnover rate for those impacted by homelessness.	<ul style="list-style-type: none"> <li>-Connect with low income families transitioning from homelessness to stable housing</li> <li>-Provide affordable home furnishings of all essentials</li> <li>-Provide program participant choice of items needed and wanted</li> <li>-Provide an environment of respect and care for all program participants.</li> </ul>	Not tracked in FY 2020-21 fiscal year	Not tracked for first half of FY 2021-22 For second half of FY 2021-22, at least 50% of families served by Finally Home will maintain housing for at least one year.	At least 50% of families served by Finally Home will maintain housing for at least one year.

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	713	829

FY 21-22 Current Year Projected Results	926	1,077
FY 22-23 Next Year Anticipated Results	1,297	1,508

**C.6. FY 20-21 Program Accomplishments**

- Expanded service hours from 20 per week to 36 per week to provide more hours when donors can donate furniture and housewares and more hours for program participant appointments.
- Increased number of households served by Finally Home by 33%
- Increased number of children served by Up Off the Floor by 29%
- Maintained all services through COVID-19 crisis.
- Increased number of partner agencies by 12.

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

- To make connection with all low income families in Forsyth County in need of greeNest services
- To have the resources (inventory, volunteer, financial, staff) to meet need and fulfill our mission.
- To help low income families maintain housing
- To provide all Forsyth County children in need of safe bedding with their own new bed

**Attach participant/program data sample report**

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**Documentation**

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**Participant/Program Data Sample Report**

Nov 21.pdf

## D. Organizational Capacity

Completed by greenestws@gmail.com on 11/19/2021 4:25 PM

Case Id: 14304

Name: greeNest Operations - 2022/23

Address: \*No Address Assigned

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### D. Organizational Capacity

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Please provide the following information.

#### MISSION (5 POINTS)

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

greeNest's mission is to provide affordable essential housewares and furnishings to low income families to help transform their houses into homes. We are "working together to transform our community, one nest at a time." Our Finally Home program provides gently used, donated furniture and housewares to individuals and families moving from crisis to sustainable housing. Our "showroom" is outfitted with large furniture, kitchen needs, bed and bath linens and decorative items that have been donated by the community.

We partner with more than 90 community agencies to identify individuals and families who lack the resources to provide essential furnishings for their homes. The Up Off the Floor program we provide new beds and bedding for children ages 3-18 referred by Head Start and the Winston-Salem/Forsyth County Schools.

Winston-Salem is a city of juxtaposed conditions: abundance and scarcity. greeNest is a means for families who have abundant resources to share with families who live in scarcity. Whether donating gently used home furnishings to be placed on our showroom floor for program participants or donating two hours of time to put together a bath kit, city residents can become part of a great story of transformation! At greeNest, we offer opportunities for involvement through volunteerism, furniture donations, financial support, and corporate giving, as we strive to create a healthy, vibrant community. Volunteering at greeNest helps to break down the stigma of "us" and "them" because dignity is at the core of our values. And because we work with people in a wide variety of circumstances, volunteering provides connections that cross over imagined or unseen divides within our community.

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

Both Covid-19 and the rising cost of housing in Winston-Salem have negatively and disproportionately impacted low income families. The need for greeNest services has dramatically increased and this trend will continue for the foreseeable future. To meet the increased need, we need funding to cover additional staff support and to purchase essential furnishings to cover the gaps in essentials we don't receive from community donations.

#### FUNCTION (5 POINTS)

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

Since 2015.

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

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Our Finally Home and Up Off the Floor programs play a vital role in maintaining housing for citizens in our community who struggle with unstable housing and lack resources for furnishings and home essentials. greeNest is the only program in Winston-Salem providing a program like Finally Home.

For families who have furniture and housewares they no longer need, we offer a donation option that keeps items from the landfill and goes straight into the homes of people in need. We are building community. Volunteers are a vital part of greeNest's service delivery. We bring together people who might never meet and offer a meaningful opportunity for connection and understanding between 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
Warehouse Manager	<ul style="list-style-type: none"> <li>-Donor intake and pick-ups of furnishings and housewares</li> <li>-Tracking intake and distribution of furniture</li> <li>-Volunteer coordination for sorting/cleaning/repair of donations</li> <li>-Helping to transition the showroom floor between program participants</li> <li>-Assisting Up Off the Floor participants with bed pick-up and bedding selection</li> <li>-Loading participant furnishings into a moving van.</li> </ul>	40	25.00 %
Program Manager Assistant	<ul style="list-style-type: none"> <li>Assists Program Manager with the following tasks:</li> <li>-Communication with partner agencies</li> <li>-Program participant referrals</li> <li>-Schedules program participants shopping and furniture pick up</li> <li>-Meeting with clients and partner agency representatives during greeNest visits</li> <li>-Providing the highest standard of care and service to all who come to greeNest (program participants, volunteers, partner agency case managers)</li> <li>-Recruitment of additional partner agencies</li> </ul>	15	100.00 %
Program Manager	<ul style="list-style-type: none"> <li>-Communication with partner agencies</li> <li>-Program participant referrals</li> <li>-Schedules program participants shopping and furniture pick up</li> <li>-Meeting with clients and partner agency representatives during greeNest visits</li> <li>-Providing the highest standard of care and service to all who come to greeNest (program participants, volunteers, partner agency case managers)</li> <li>-Recruitment of additional partner agencies</li> </ul>	25	0.00 %
Facilities Manager	<ul style="list-style-type: none"> <li>-Donor intake and pick-ups of furnishings and</li> </ul>	27	0.00 %

	housewares -Tracking intake and distribution of furniture -Volunteer coordination for sorting/cleaning/repair of donations -Helping to transition the showroom floor between program participants -Assisting Up Off the Floor participants with bed pick-up and bedding selection -Loading participant furnishings into a moving van. -Oversees warehouse staff and volunteers		
Warehouse Saturday Assistant	Assists staff on Saturdays with donor intake and sorting/cleaning donations.	3	0.00 %
Warehouse Assistant	Assists warehouse staff as needed.	3	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
Julia Toone	Executive Director	\$66,414.36	0.00 %

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

**Organizational Chart \*Required**

greeNest Organizational Chart.docx

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

**Describe the hiring process and how it is structured to provide the most diverse candidate pool. Best practices for accessing a diverse hiring process and candidate pool include:**

greeNest is committed to incorporating the values of diversity, equity, and inclusion in the governance and operations of our agency. We take the following steps to provide the most diverse candidate pool:

Open positions are shared via Indeed, to all members of our local CoC, on our social media sites, and with our 95 partnering agencies which include The Hispanic League, Veteran Programs such as VHVH (Veterans Helping Veterans Heal), Positive Wellness Alliance, and many local faith based programs.

Job postings are reviewed prior to posting to make sure the language is inclusive. We also focus on job tasks more than job requirements to broaden our potential applicant pool. We have also added a diversity, equity and inclusion statement to our job postings.

We offer job flexibility including opportunities to work from home, flexible work hours and respect for the employee's needs for time off.

We will participate this spring in a new (paid) internship program for local high schoolers. The goal of the program is to interrupt the cycle of intergenerational poverty and provide career opportunities. After the internship, the intern

will have the opportunity to apply for a more permanent position.

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

Please enter the total number of **Temporary/Part-Time** Positions (FTE) and Employees you have in the table below, 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				2		
Technicians						
Office/Clerical						
Laborers/Service Workers		1	1	1		
Total Part-Time/Temp						

**D.8.**



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

List of Board Members.docx

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

6

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

6

**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.**

The programs (Finally Home and Up Off the Floor) are already established and running. City funding will allow us to meet an increased need for program services, which has average a 33% increase in the number of Finally Home program participants each year since 2016, greeNest's first operating year. There is also an anticipated need based on the lifting of the Covid-19 eviction moratorium and the increase in the number of street homeless individuals reported by the Winston-Salem Forsyth County Continuum of Care, which has increased from roughly 50 individuals prior to

the pandemic to a current number of 281.

New partner agencies come to greeNest for orientation that is provided by program and warehouse staff. We communicate updates and changes to partner agencies through regular emails. Referrals for both programs come through partner agencies. Referrals to the Finally Home program are submitted easily through our website. Once we receive a referral, our Program Manager follows up with the agency representative to schedule the program participant's Finally Home appointment. Usually, appointments can be made within one week of receiving the referral. Finally Home program participants come to greeNest with the referring agency's representation. They allow at least one hour to select the items they want and need. Program staff and volunteers help with the shopping visit. Program participants and agency representatives complete a visit experience survey at the end of the visit. They put their completed survey in a box (to provide anonymity) that is tallied monthly by the Program staff and then shared with Program Committee members. Program participant furniture delivery is arranged by the program participant and agency representative and takes place within 24 hours of the shopping visit.

Up Off the Floor referrals also are submitted through greeNest's website by a partner agency. Program participants schedule the day they would like to pick up their beds with the program staff. Platform bedframes and boxed mattresses are compact so that families can pickup the beds with a regular sized vehicle. Bedding options are shelved at the warehouse entrance so families can choose their sheet and comforter sets. Follow up surveys are sent (ask Loree)

**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?**

We are especially proud to have continued services throughout the Covid-19 crisis. Between March-June of 2020, we were forced to halt collection of furniture donations and all volunteer operations but greeNest never halted services to the community. Throughout the lockdown greeNest continued to operate. We used special Covid-19 funding to purchase furniture and housewares depleted while donations were halted. We also used those funds to rent 2 storage pods that allowed us to safely accept furniture donations again. While the city was in lockdown and many partner agencies offered limited case managed services, we moved the shopping experience online so that individuals and families in need of essential furnishings could shop safely. When the need for furnishings and children's beds increased, we increased our hours of service by more than double. This allowed for more hours when donors could bring us furniture and housewares and it also gave us more hours for program participant appointments. In the 2nd half of 2020, referrals for furniture and beds doubled. We are small and nimble and are committed to fulfilling our mission. The pandemic confirmed for us that we can adapt to meet community need under difficult and unusual circumstances.

**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)?**

greeNest's Finally Home program is open to any individual or family referred by one of our partner agencies. Program participation is determined by the referring partner agency and varies by program. We actively seek new partner agencies to reach more people. The only criteria for partner agencies is that they serve Forsyth County, have case managed programs and provide support services to individuals and families who are experiencing a housing crisis.

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

Services are advertised in a variety of ways, Social Media, local publications, and community presentations (including to the school system). Program participants often tell us that they follow us on social media to learn more about our services. Shopping appointments are offered Tuesdays-Fridays between 10:00-4:00 and every Saturday to accommodate a variety of work schedules.

We frequently receive calls from individuals who would like to participate in one of our programs. With so many community partner agencies and groups (95 and counting), we can almost always connect callers to a partner agency so they can get a referral for greeNest programs.

## E. Cost Effectiveness

Case Id: 14304

Name: greeNest Operations - 2022/23

Completed by greenestws@gmail.com on 11/19/2021 4:11 PM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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Please provide the following information.

#### BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Program Services	\$329,749.00	\$307,282.00	\$414,728.00
Fundraising	\$24,127.00	\$26,887.00	\$25,298.00
Management and General	\$48,257.00	\$49,933.00	\$65,751.00
<b>Total Expenditures by Program</b>	<b>\$402,133.00</b>	<b>\$384,102.00</b>	<b>\$505,777.00</b>

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$163,231.00	\$138,408.00	\$159,554.00
Employee Benefits	\$0.00	\$0.00	\$0.00
Facility Rent and Utilities	\$78,166.00	\$71,354.00	\$75,912.00
Training and Conference Registration	\$700.00	\$25.00	\$350.00
Membership and Dues	\$2,288.00	\$799.00	\$948.00
Travel and Transportation	\$1,680.00	\$646.00	\$1,900.00
Grants to Individuals and Organizations	\$4,700.00	\$4,975.00	\$3,500.00
Contracted Fundraising Services	\$1,800.00	\$4,969.00	\$1,200.00
Goods Purchased for Resale	\$62,580.00	\$92,070.00	\$91,250.00
Other Contracted Services	\$36,200.00	\$32,234.00	\$55,575.00
Other Operating Expenditures	\$50,788.00	\$38,623.00	\$66,952.00
Capital Outlay	\$0.00	\$0.00	\$48,636.00
<b>Total Expenditures by Category</b>	<b>\$402,133.00</b>	<b>\$384,103.00</b>	<b>\$505,777.00</b>

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$25,000.00	\$0.00	\$0.00
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	\$118,217.00	\$108,393.00	\$151,335.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$161,610.00	\$200,089.00	\$228,450.00
Foundation Grants	\$25,685.00	\$42,061.00	\$25,000.00
Interest and Investment Income	\$24.00	\$23.00	\$22.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$71,596.00	\$35,550.00	\$100,970.00
<b>Total Revenues by Category</b>	<b>\$402,132.00</b>	<b>\$386,116.00</b>	<b>\$505,777.00</b>

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

Other Operating Expenditures consist of Office, miscellaneous operating, payroll, bank fees, and a 10% budget contingency expense.

Other Revenue includes Corporate and Non Profit grants, as well as revenue restricted to 2021 capital outlay.

**E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.**

Year	Funding Source	Funding Amount
2020	general funds	\$11,500.00

**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
Warehouse Manager	\$8,400.00	\$33,586.00	individual donors
Program Manager Assistant	\$12,600.00	\$0.00	
Purchase beds for Up Off the Floor	\$10,000.00	\$40,000.00	individual donors, Churches (Centenary UMC, St. Pauls, Highland Pres, 1st Baptist)
	\$31,000.00	\$73,586.00	

**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.**

Warehouse Manager-city funds will be used to cover additional 10 hours of work per week. This will enable greeNest to better meet the need for both the Finally Home and Up Off the Floor programs, which together, have grown an average 29% annually since greeNest began operating in 2016.

Program Manager Assistant-city funds will be used to cover this PT position to assist Program Manager with aforementioned increase in need for services. City funds will also be used to cover the cost of purchasing 28 mattress sets for children.

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

Partnering agency professionals such as case managers, social workers, clergy, as well as peer support specialists

identify people who can benefit from greeNest programs.

**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 have not received funding but have applied in previous years. Our request in the past was to help us cover general operational costs. This application is to help cover the added expenses incurred because of an anticipated increase in referrals for Finally Home and Up Off the Floor programs.

**SUSTAINABILITY (7 POINTS)**

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

We have been in operation for just over 6 years. In that time, both the numbers served and budget have grown. As awareness of the organization has grown, donor revenue has grown as well, an average of 37.5% each year. greeNest's Board of Directors strategically plans annual budgeted revenue using a combination of donations and events, business and faith-based partnerships, grants and fee-based services to provide long-term sustainability. We currently leverage funds primarily through individual donations and events. There is great potential for growth in the percentage of funding provided through grants and fee-based services not yet tapped. In 2022, there is a plan to grow our fee-based services (sales of goods to the community).

**BARRIERS (3 POINTS)**

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

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

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

There is always the risk that Covid-19 could impact our programs. We have put well researched safety policies and procedures in place to mitigate this risk. However, if a staff member or volunteer were to contract the virus, we would close greeNest and cease operations for the period recommended by area health officials. If we experience staff turnover in any program, there is a risk that we will experience the same staffing shortage that other businesses and nonprofits are currently facing.

**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:	31,000
Number proposed to be served for the year:	1,508
Average City funds per beneficiary:	20.56
Proposed funds from all sources:	104,586

Number proposed to be served for the year:	1508
Average total funds per beneficiary:	69.35

## F. Required Documents

Completed by greenestws@gmail.com on 11/19/2021 3:58 PM

Case Id: 14304

Name: greeNest Operations - 2022/23

Address: \*No Address Assigned

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## F. Required Documents

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Please provide the following information.

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### Documentation

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

23359\_10610\_gN Code of Conduct.docx

23360\_11017\_Conflict of Interest Policy.docx

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

greeNest 2020 Form 990 - CSL filing copy.pdf

**Organization By-Laws \*Required**

BY-LAWS - Amended May 2016.docx

**Articles of Incorporation \*Required**

greeNest articles of incorporation.pdf

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

23364\_11019\_employee handbook.docx

23365\_11021\_greeNest Fiscal Policies (3).docx

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

IRS notification.pdf

**Audited Financial statements or third-party review from 2019 and 2020. \*Required**

greeNest Final 20.pdf  
24102\_greeNest Final 19.pdf

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

**\*Required**  
License.pdf

**Participant/Program Data Sample Report \*Required**

Nov 21.pdf

**Other**

*\*\*No files uploaded*

## G. Income Based Projects/Services Only

Case Id: 14304  
Name: greeNest Operations - 2022/23  
Address: \*No Address Assigned

Completed by greenestws@gmail.com on 11/19/2021 4:18 PM

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### G. Income Based Projects/Services Only

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

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

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

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

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

## H. Construction/Rehab Only

Completed by greenestws@gmail.com on 11/19/2021 4:31 PM

Case Id: 14304

Name: greeNest Operations - 2022/23

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. **\*Required**

Nov 21.pdf

Participant/program data sample report **\*Required**

Nov 21.pdf

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

Nov 21.pdf

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

Nov 21.pdf

# I. Emergency Shelter Only

Case Id: 14304

Name: greeNest Operations - 2022/23

Address: \*No Address Assigned

Completed by greenestws@gmail.com on 11/19/2021 4:23 PM

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## I. Emergency Shelter Only

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

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

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

### Emergency Shelter: Essential Services

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

### Emergency Shelter: Operating Costs

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

## J. Rapid Rehousing and HMIS Only

Completed by greenestws@gmail.com on 11/19/2021 4:26 PM

Case Id: 14304

Name: greeNest Operations - 2022/23

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

## K. HOPWA

Completed by greenestws@gmail.com on 11/19/2021 4:26 PM

**Case Id:** 14304

**Name:** greeNest Operations - 2022/23

**Address:** \*No Address Assigned

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## K. HOPWA

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Please provide the following information.

**Are requesting funds for a HOPWA project?**

No

## Submit

*Completed by greenestws@gmail.com on 11/19/2021 4:31 PM*

**Case Id:** 14304

**Name:** greeNest Operations - 2022/23

**Address:** \*No Address Assigned

---

## Submit

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

Julia Toone

*Electronically signed by greenestws@gmail.com on 11/19/2021 4:31 PM*

# IDIS Setup

No data saved

**Case Id:** 14304

**Name:** greeNest Operations - 2022/23

**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**