

A. Organization & Contact Information

Case Id: 16237

Name: City with Dwellings Street Outreach Specialist -

Address: *No Address Assigned

Completed by ruth@citywithdwellings.org on 11/16/2022 9:58 AM

A. Organization & Contact Information

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

A.1. Organization Name

City with Dwellings

A.2. Project/Program

Street Outreach

A.3. FY 2023-24 Funding Request Amount

\$45,000.00

A.4. Agency's Total Operating Budget

\$724,000.00

A.5. Mailing Address

PO Box 20061 Winston Salem, NC 27120

A.6. Project/Program Location Address

520 N Spring St Winston-Salem, NC 27101

A.7. Organization Website

citywithdwellings.org

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

2017

A.9. Organization Fiscal Year

Jan 1 - Dec 31

A.10. Federal Tax ID Number

81-3208939

A.11. Federal DUNS Number

080971832

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Ruth Cole Burcaw, Executive Director

A.13. Email

ruth@citywithdwellings.org

A.14. Phone

(336) 925-2940

CONTACT

A.15. Name, Title

Ruth Cole Burcaw, Executive Director

A.16. Email

ruth@citywithdwellings.org

A.17. Phone

(336) 925-2940

BOARD CHAIR

A.18. Name

Scott Seawell

A.19. Term Expiration

12/31/2022

A.20. Email

scottseawell@gmail.com

A.21. Phone

(336) 817-9566

B. Project Overview

Completed by ruth@citywithdwellings.org on 11/16/2022 9:07 PM

Case Id: 16237

Name: City with Dwellings Street Outreach Specialist -

Address: *No Address Assigned

B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

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

We ask that the City continue its funding of City with Dwellings' street outreach team. City with Dwellings (CwD), in partnership with The Empowerment Project, Bethesda Center, and the Coordinated Intake Center (CiC), has identified by name 240 street-homeless persons currently living on the streets, in encampments, or in other places not meant for human habitation. We meet our neighbors where they are and, over time, build mutual, trusting relationships which help facilitate a person's transition to mainstream services and permanent housing. We work to decrease unsheltered homelessness, helping provide a pathway for a return to stable, safe, and affordable housing.

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

Our outreach staff proactively engages and encourages homeless individuals to accept and receive services to improve their immediate circumstances and, over time, resolve their homelessness, and even achieve housing stability.

City funding will assist with the growing expenses associated with street outreach, enabling us to expand staff capabilities and offset program costs. City ESG, CDBG CV, and State ESG CV funds have provided partial funding for CwD's street outreach program during 2020, 2021, and 2022.

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

CwD serves as both an entry point and a primary way for individuals experiencing homelessness to access consistent supportive services. Our unsheltered neighbors are able to access CwD's street outreach services in at least four ways: 1) One-on-one field work: CwD's outreach staff goes out into the community several times a week to check on and engage unsheltered individuals. Often these visits result in CwD providing assistance and transportation support to connect unsheltered individuals to resources.

2) Referrals: Community partners such as downtown faith communities and businesses, law enforcement agencies, hospitals, The Empowerment Project, The United Way's Housing Matters Team, and our partner agencies in the Continuum of Care all refer individuals to CwD's Street Outreach program.

3) Winter Shelter: CwD's Winter Shelter has historically been an entry point for persons who are homeless or in crisis and often the first step a person takes to resolve their homelessness. For the FY 21-22 winter season, City with Dwellings had contact with 252 unique individuals. Of these, 56 were provided shelter in the white flag center, 149 were offered diversion to the year-round shelters or were diverted to family/friends or other resources within their natural support

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2 of 27

system.

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

We'll be moving to an even larger space in early 2023, enabling us to expand our service and program offerings and increase opportunities for collaboration with other agencies. The CFC will continue to be a hub of connection and care for the most vulnerable in the community.

NEED (7 POINTS)

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

City with Dwellings' outreach team is currently tracking 240 individuals experiencing homelessness on the streets of Winston-Salem and Forsyth County. Street outreach is vital to the work of combatting homelessness. Within the past year, over 1,600 people have accessed homeless services programs in Winston-Salem and Forsyth County. So far this year, 1534 unique individuals have visited our Community First Center for assistance and resources and we estimate that nearly three-quarters of these have experienced a stint of unsheltered homelessness. The number of unsheltered individuals in our community continues to grow.

Prior to FY2021, only one organization, The Empowerment Project, focused on street outreach work in The Winston-Salem Forsyth County Continuum of Care (CoC). City with Dwellings has always engaged with persons who are street homeless, but did not have a dedicated staff member focused on that population prior to receiving FY21 community agency funding.

Some of the community's traditional congregant shelters continue to have reduced capacity in response to elevated risk during the pandemic. A significant number of homeless individuals remain unsheltered and disconnected from services. Without access, these individuals are unable to receive medical care, peer support, housing assistance, mental health services, and more. Our unsheltered neighbors struggle to meet their basic needs of food, clothing and shelter, and are more likely to be victims of physical or sexual assault.

Evictions are rising. While evictions in Winston-Salem declined 70% from the pre-pandemic average of 880 filings per month as the eviction moratorium began, experts anticipate that in 2022, the number of evictions will surpass that pre-pandemic average. As housing instability rises along with evictions, individuals and families struggle with increased mental health challenges, and loss of stable housing, education, and employment.

City with Dwellings works with the Community Intake Center (CIC) to maintain a by-name list of chronically homeless individuals, who are frequent users of emergency medical services, require interventions by the police, and burden the courts and jails with petty crime. Based on conservative estimates, without intervention, these individuals can collectively accrue over \$2.4 million in hospital costs annually (according to Wake Forest Baptist Health). A review of mortality causes among homeless populations in the U.S. found that homeless people have a much shorter average life span, hovering around 50 years. Homelessness has a ripple effect throughout the community, impacting the availability of healthcare resources, crime and safety, the workforce, and the use of tax dollars. HUD has estimated that the government spends at least \$40,000 per homeless person per year. A California study examined the effects of supportive housing on homeless service utilization and costs. Across all the services examined, the associated costs for public services consumed in the year after receipt of supportive housing, especially medical and mental health services, declined by close to 60 percent.

There is much work to be done. CwD's connection of our vulnerable neighbors to housing benefits all of us as we work to break the cycle of homelessness, one person at a time.

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?

Collaboration among the CoC partner agencies is critical to successful street outreach. CwD partners with existing full time shelters, faith communities, city and county services, health providers, and other nonprofit organizations serving individuals experiencing homelessness. These collaborations contribute significantly to program efficiency and data collection, which allows for coordinated assessment, targeted services, and measurable progress.

Use of the Housing Management Information System (HMIS) provides the CoC with a central collection of data and effective management. With a dedicated part-time data assistant to manage both the qualitative and quantitative data collected in the HMIS, City with Dwellings can identify, target, and track individuals as they move through varying stages from street homelessness, sheltered, and housed.

Our outreach team's collaboration with Coordinated Intake, The Empowerment Project, and Bethesda Center street outreach staff means coordinated efforts help ensure engagement with the 240 unsheltered or street homeless persons.

Our Street Outreach and Diversion team also works with our CoC partners to identify and address the healthcare needs of our homeless population. According to recent research by the National Institutes of Health, individuals experiencing homelessness are more susceptible to diseases, have less access to health care, and are more difficult to treat. These conditions include chronic disease, mental health, and the current risk of COVID-19, made even more dangerous and unpredictable in a congregant shelter or street homeless situation.

CwD's street outreach, in collaboration with CoC partners and first responders such as Daymark Crisis Line, Community Care Paramedics, the Winston-Salem Police Department, and the Forsyth County Sheriff's Department, work together to provide access to preventive and primary medical care and reduce the community impact of inadequate medical care for individuals experiencing homelessness.

C. Strategy and Performance

Completed by ruth@citywithdwellings.org on 11/16/2022 9:29 PM

Case Id: 16237

Name: City with Dwellings Street Outreach Specialist -

Address: *No Address Assigned

C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

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

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

Livable Neighborhoods

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

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

PERFORMANCE (15 POINTS)

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

City with Dwellings tracks the outreach team's engagement with unsheltered homeless persons in the Homeless Management Information System (HMIS), information which is shared with the Winston-Salem/Forsyth County's Continuum of Care. CwD recently hired a part-time data assistant to manage both qualitative and quantitative data gathered by CwD's Diversion and Outreach team. The data assistant utilizes the Homeless Management Information System (HMIS) to capture CwD's data. Accurate data collection enables CwD and the Community Intake Center to assess, prioritize, and determine the most appropriate response to each homeless person's immediate housing needs.

This system of coordinated entry is recognized as a best practice which can improve collaboration and efficiency within systems. Each year, more CwD staff are trained to use HMIS and to improve their data accuracy, due in large

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5 of 27

part to the support of Laura Lama, the HMIS Local System Administrator with the City's Community Development Department.

Additional information is gathered on diversion and transportation, as well as overflow shelter and CFC usage. Reports documenting the Street Outreach team's activities and the number of individuals they engage with are shared with the city each month per the FY23 grant.

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

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

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

The Outreach Team uses this approach when working with unsheltered homeless individuals, will engage with a minimum of 20 persons each month, and track engagement through all CwD programs. A contact log will be submitted to the city each month. Information related to unsheltered community members will be entered into HMIS by the data assistant. If goals are not achieved then data and engagement strategies will be evaluated by the Executive Director, Director of Diversion and Outreach, and staff and altered if appropriate.

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
To build relationships with homeless persons who might otherwise not seek assistance.	Perform weekly check-ins with unsheltered individuals in encampments, under bridges, or wherever they reside. Get to know individuals experiencing homelessness at our drop-in center (CFC), by referral, or in the	2021: Street outreach staff identified and engaged 300 unsheltered homeless individuals. 1500 unique CFC visitors.	2022: Over 350 contacts/check-ins with an average of 250 unsheltered homeless individuals. Expected number of unique visitors to CFC in 2022: 1800. Outreach staff engage an average of 10 people each week	2023: We expect an increase in the number of unsheltered homeless individuals. We expect the number of visitors and referrals to the CFC to increase as well.

	streets.		from referrals.	
Work to meet basic needs and connect these unsheltered citizens with essential services, including medical and mental health care, and shelter.	<p>Connect homeless citizens with food, clothing, and shelter.</p> <p>Transport individuals to medical and other appointments, clothing closets, food pantries, or year-round shelters.</p> <p>Operate winter emergency overflow shelter.</p> <p>Operate monthly foot clinic in partnership with Atrium Health.</p> <p>Host community partners in the CFC to connect people with critical resources.</p>	<p>2021: 300 people transported to food pantries, clothing closets, appointments, approximately 17,500 miles.</p> <p>CwD checked in 252 men and women in the 2021/22 winter shelter season. We provided shelter for 159 persons (56 of these stayed in white flag) and diverted 149 to year-round shelters or slept outside.</p> <p>43 received care at the Foot Clinic in 2021.</p> <p>CFC staff assisted individuals in obtaining vital documents (IDs, birth certificates, and Social Security cards).</p> <p>Nearly 300 individuals receive mail at the CFC.</p>	<p>2022: Transportation specialist has transported upwards of 350 individuals to vital appointments, with an estimated 3500 trips (some people are transported multiple times).</p> <p>We anticipated our mileage to be over 20,000 for 2022.</p> <p>Outreach staff field between 5-10 calls a week from first responders seeking assistance with crisis intervention.</p> <p>We expect just over 200 people to have been served by the foot clinic in 2022.</p> <p>CFC staff anticipate assisting more individuals in obtaining vital documents.</p> <p>In addition to mail services, CFC offered access to computers, telephones and one-on-one assistance for guests.</p>	<p>2023: Continued engagement with individuals who remain unsheltered, assess needs and match with appropriate supportive resources.</p> <p>We project increased need for transportation as the numbers of unsheltered homeless increase.</p> <p>CwD will host 40-60 people per night during the 2022-2023 winter shelter season.</p> <p>We anticipate serving at least 300 individuals at the foot clinic in the coming year.</p> <p>We'll be adding a vision clinic in 2023.</p> <p>We anticipate increased attendance at the CFC and hope to expand hours of open programming each week.</p>
Help provide a pathway to stable, safe, and affordable housing for our homeless neighbors and to restore and	CFC programming such as art, music, gardening, somatic and movement therapy, support groups, special	2021: Over 1000 individuals attended Housing Huddle meetings, designed to help people navigate	2022: Housing Huddle ran through May, when lack of housing necessitated a program change.	2023: Working group forms, volunteers mobilized to provide coverage for increased

build resilience for stable living.	events, and more. Staff and volunteer trauma-informed training.	housing. Pre-pandemic activities held in previous CFC location but unable to do much due to space constraints. Limited staff training.	Began hiring additional street outreach navigators. Planning for new programming, one-stop shop, new facilities. Trauma training for staff; additional training in place.	programming opportunities. Continued work toward becoming a trauma resilient organization.
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	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	250	1,500
FY22-23 Current Year Projected Results	300	1,865
FY 23-24 Next Year Anticipated Results	330	2,000

C.6. FY 21-22 Program Accomplishments

CwD strives to be an organization that adapts and responds to changing circumstances. The COVID-19 pandemic served as a catalyst to inspire us not only to respond to the issues of homelessness, but to also create bold solutions to connect our most vulnerable neighbors to safe shelter and opportunities for better living.

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

A Few Highlights:

* Between 30-60 individuals each night from December 15 to March 31 were hosted by local faith communities, with community and church partners providing hot meals and additional support.

*We continued a partnership with Atrium Health's DEAC Clinic, serving over 200 people through our foot clinic, which enabled unsheltered individuals to receive foot baths, see podiatrists as needed, and receive new footwear and socks.

*Our drop-in day center (CFC) was open for just over 350 hours. In addition to coffee and company, we offered housing resource navigation, vital documents assistance, and benefits advocacy. We gave away 30 move-in kits to newly-housed neighbors.

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

C.7. FY 22-23 Key Objectives

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

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

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

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

D. Organizational Capacity

Completed by ruth@citywithdwellings.org on 11/16/2022 9:46 PM

Case Id: 16237

Name: City with Dwellings Street Outreach Specialist -

Address: *No Address Assigned

D. Organizational Capacity

Please provide the following information.

MISSION (5 POINTS)

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

City with Dwellings works to end the crisis of homelessness in Winston-Salem and Forsyth County, building supportive, sustained community with individuals experiencing homelessness. Our work began in 2012-2013 in response to the critical need for winter emergency shelter in WS/FC. CwD mobilized faith communities, community groups and civic organizations to create a multi-site shelter outreach. During the pandemic, increased funding enabled us to expand our services. We now provide programs and services across the homeless services spectrum.

We achieve our mission by:

* Identifying and supporting our unsheltered homeless neighbors through our Street Outreach and Diversion efforts. CwD believes in meeting people where they are, and helping them get where they want to be. Sometimes, that need is immediate clothing, food, and shelter, and sometimes, it's reconnecting individuals with friends, family, and community that supports their housing and health goals. CwD's dedicated Outreach specialists work closely with case managers, ACT teams, guardians, the Winston-Salem Police Department, emergency services, hospitals, and mental health professionals to consistently offer care to the growing population of unsheltered individuals living in encampments, abandoned building, under bridges and other places unfit for human habitation. Diversion strategies became more critical at the onset of the pandemic. Congregant shelters reduced their numbers to lower risk, and CwD staff increased their efforts to help individuals avoid entering the shelter system.

*Connecting resources via the the Community First Center (CFC). The Center opened in spring 2017 and continues to be a year-round portal of entry for homeless individuals trying to access resources and begin the housing process. The CFC's doors have remained open throughout the pandemic and continues to be a hub of connection and care for the most vulnerable in the community.

*Providing Emergency Shelter. Since 2012 and throughout the pandemic, our Outreach team has worked with partner providers in the CoC to identify highly vulnerable and hard-to-serve homeless individuals who need shelter and are not likely to find it elsewhere. This winter, CwD will shelter between 30-60 individuals each night from December 15 to March 31 in local churches. Community and church volunteers provide hot meals and supportive care.

*Supporting our vulnerable neighbors through the HEART Project. CwD, The Empowerment Project, and the United Way's Housing Matters Initiative joined forces in 2019 to create the HEARRT (Housing Emergency Assistance Rapid Response Team) Project, which focuses on chronically homeless people in our community who have been living on the streets for an extended period of time. It is an immediate intervention for housing the most highly vulnerable and chronically homeless persons in our community. CwD's Peer Support Specialist lives onsite to provide 24-hour assistance to five residents living in HEART units.

All of CwD's programs support the holistic and integrative approach central to the mission of CwD, and increase our knowledge and effectiveness for current and future work.

FUNCTION (5 POINTS)

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

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

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

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

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

2) Another critical way CwD's work benefits the city and its citizens is through Street Outreach, led by the Director of Diversion & Outreach. One of CwD's greatest strengths, this role facilitates effective collaboration with existing resource providers and meaningful engagement with individuals experiencing homelessness. CwD is the only homeless service agency in the area that provides transportation to the DMV, Social Security office and existing resource providers as part of our outreach efforts. This person-centered approach works to maximize, not duplicate, the resources and services available in this community. Street Outreach helps fill gaps between service providers and the street/shelter population.

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

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

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

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Director of Diversion & Outreach	Team leader; oversees all outreach efforts and staff, including outreach activities based in our day shelter, the Community First Center, as well as collaborative resourcing with community partners and agencies, and direct street outreach work in the community with unsheltered neighbors. Job description is attached in Section F.	40	0.00 %

Outreach & Diversion Specialist	Provides direct guest services in the field and in the Community First Center. Connects those experiencing homelessness with much-needed resources and diverts others away from shelters and homelessness. Assist homeless individuals in obtaining vital documents in order to start housing process. Job description attached in Section F.	40	0.00 %
Transportation & Street Outreach Specialist	Provides immediate care to unsheltered homeless people who are unwilling or unable to access emergency services. Coordinates transportation to assist individuals in keeping medical and housing-related appointments. Coordinate trips to clothing closets, food pantries, and other resources. Job description attached in Section F.	0	0.00 %
Peer Outreach Specialist	The Peer Outreach Specialist is a certified peer support specialist who has experienced homelessness themselves. This position provides support and assistance to individuals currently experiencing homelessness, with an emphasis on women's health and wellness, by offering one-on-one resource navigation and case coordination throughout the housing process.	18	0.00 %
Data Specialist	The HMIS Data Specialist assists CwD staff with maintaining the accuracy and integrity of the required data collection for clients receiving services, ongoing updates, data entry, and file management as necessary.	10	0.00 %
Street Outreach Navigator	Provides direct guest services in the field and in the Community First Center. Connects those experiencing homelessness with much-needed resources	40	80.00 %

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

D.6. Attach an organizational chart

Organizational Chart *Required

Org Chart CwD Nov 2022.pdf

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

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

Positions and job descriptions are approved by our Board of Directors. Jobs are posted on our organizational website,

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

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

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

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

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

D.8.

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

2022 Board of Directors (2).pdf

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

12

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

12

ABILITY (5 POINTS)

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

This funding expands CwD's existing capacity to provide critical services for the growing population of homeless men

and women in our community by extending funding for critical street outreach beyond June of 2023. Long-range plans for FY23-24 include stabilization of core street outreach team, exploration of additional team, extending street outreach hours to include weeknight and weekend coverage, and formalization of consistent performance measures and data practices.

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

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

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

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

CwD is a low-barrier organization. All are welcomed at the Community First Center and the winter overflow shelters regardless of age, race, color, religion, national origin, gender, marital status, sexual orientation, physical and mental challenges, socio-economic status, or any other cultural descriptors. Everyone - staff, volunteers, and individuals seeking service are valued and respected in all of our programs. We regularly seek feedback and suggestions from those we serve and people with lived experience who are now housed.

City with Dwellings stands with others for equity and justice and in denouncing racism, intolerance, and exclusion, and we recognize that taking a stand is not enough. Throughout 2022, we have been on a path of exploration to identify how best to build the core values of diversity, equity, and inclusion into all our operations, as well as model those values as we advance our mission.

We believe that embracing diversity, equity, and inclusion as organizational values is a way to intentionally make space for positive outcomes to flourish. We are engaging in continued training and forming an action plan that will enable us to examine internal biases and adopt practices that promote diversity, equity, and inclusion in our work, in our employment practices, in our leadership and decision-making, and in our communications.

E. Cost Effectiveness

Case Id: 16237

Name: City with Dwellings Street Outreach Specialist -

Completed by ruth@citywithdwellings.org on 11/16/2022 8:51 PM

Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information.

BUDGET AND FUNDING (10 POINTS)

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

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

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

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

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

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

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

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

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

Year	Funding Source	Funding Amount
2022	City ESG (FY23)	\$36,000.00
2022	City ESG-CV (2022-23)	\$180,000.00
2022	City ESG (FY22)	\$32,000.00
2021	City ESG (FY21)	\$27,181.00
2020	CDBG CV1 Diversion	\$39,000.00
2021	City ESG CV2- Emergency Shelter	\$340,835.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Street Outreach Navigator	\$40,000.00	\$10,000.00	private
Program Expense (phones, equipment, transportation)	\$5,000.00	\$26,000.00	private/other city funds
Additional Key Staff	\$0.00	\$175,000.00	federated, foundations, private donations, other City funds
	\$0.00	\$0.00	
	\$45,000.00	\$211,000.00	

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

This request includes funding for core street outreach staff to engage with unsheltered homeless individuals in the community with the goal of identifying our community's unsheltered homeless, assisting with basic needs, and connecting them to supportive services and eventually, stable housing. A portion of outreach expenses (equipment, transportation) are also requested. Additional key staff and program expenses such as rent and operations will be funded from other sources.

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

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

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

We are asking for continued funding for a combination of street outreach staff and expenses. Since we first began our street outreach efforts and received partial funding for one outreach staff person, the population of unsheltered homeless and their needs have grown. Generous support from the City and private donors enabled us to continue our work and add staff capacity. We continue to find ourselves at capacity even as our team grows, and as COVID funds dwindle, are also facing a future without the crucial funding needed to continue providing services to this community's most vulnerable citizens. While direct contributions are generous and cover a portion of operating expenses, and we will certainly pursue any and all available funding sources; at this time, without city funding, we'd be forced to downsize our program and reassess our street outreach efforts.

SUSTAINABILITY (7 POINTS)

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

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

BARRIERS (3 POINTS)

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

While the long-term effects of the pandemic are still difficult to predict, we do anticipate an increased need within our community of neighbors. Funding is an obvious barrier to continuing the organization's street outreach program. We are also concerned about the lack of safe, affordable housing for our neighbors, which increases the amount of time they are living on the streets and can have a destabilizing effect on their well-being. It also means there are more people to serve, which can be challenging for outreach staff.

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

We do not anticipate any institutional barriers to continuing our street outreach program.

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:	45000
Number proposed to be served for the year:	300
Average City funds per beneficiary:	150
Proposed funds from all sources:	211,000
Number proposed to be served for the year:	300
Average total funds per beneficiary:	703

F. Required Documents

Completed by ruth@citywithdwellings.org on 11/12/2022 12:26 PM

Case Id: 16237

Name: City with Dwellings Street Outreach Specialist -

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

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

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

Copy of 2020 990 Public Version.pdf

Organization By-Laws *Required

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

Articles of Incorporation *Required

CwD Articles of Incorporation-NC SoS.pdf

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

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

CoC-Anti-Discrimination-Policy.pdf

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

IRS 501(c)3 Designation Letter *Required

Copy of IRS Determination Letter 2017.09.19.pdf

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

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

CwD 2021 Financial Review - Issued.pdf

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

***Required**

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

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 16237

Name: City with Dwellings Street Outreach Specialist -

Address: *No Address Assigned

Completed by ruth@citywithdwellings.org on 11/12/2022 1:00 PM

G. Income Based Projects/Services Only

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

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

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

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

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

n/a

H. Construction/Rehab Only

Completed by ruth@citywithdwellings.org on 11/12/2022 1:00 PM

Case Id: 16237

Name: City with Dwellings Street Outreach Specialist -

Address: *No Address Assigned

H. Construction/Rehab Only

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

H.1. Describe the proposed project and provide plans. If the project is approved, we will need a detailed work write-up.

H.2. Provide a projected timeline for the proposed work.

H.3. Describe how the project will be managed, including the contractor procurement process.

H.4. Describe the target market, including any special populations to be served.

H.5. Describe the services or program you plan to provide.

H.6. Describe the property management plan.

H.7. List the development team members.

H.8. Describe the financial capability of the sponsor/owner organization.

H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govt Funding
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Documentation

Development budget that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet.

***No files uploaded*

Participant/program data sample report

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

I. Emergency Shelter Only

Completed by ruth@citywithdwellings.org on 11/16/2022 3:50 PM

Case Id: 16237

Name: City with Dwellings Street Outreach Specialist -

Address: *No Address Assigned

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by ruth@citywithdwellings.org on 11/16/2022 3:50 PM

Case Id: 16237

Name: City with Dwellings Street Outreach Specialist -

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

** Complete this section only if you are requesting funds for a Rapid Rehousing project.**

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

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

Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

Submit

Completed by ruth@citywithdwellings.org on 11/16/2022 9:46 PM

Case Id: 16237

Name: City with Dwellings Street Outreach Specialist -

Address: *No Address Assigned

Submit

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

Ruth Cole Burcaw

Electronically signed by ruth@citywithdwellings.org on 11/16/2022 9:46 PM

IDIS Setup

No data saved

Case Id: 16237

Name: City with Dwellings Street Outreach Specialist -

Address: *No Address Assigned

IDIS Setup

Please provide the following information.

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE