

A. Organization & Contact Information

Case Id: 16194
Name: greeNest Operations - 2023/24
Address: *No Address Assigned

Completed by greenestws@gmail.com on 11/18/2022 3:58 PM

A. Organization & Contact Information

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

A.1. Organization Name

greeNest

A.2. Project/Program

Operations

A.3. FY 2023-24 Funding Request Amount

\$27,600.00

A.4. Agency's Total Operating Budget

\$424,019.00

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

www.greenestws.org

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

2015

A.9. Organization Fiscal Year

Jan 1-Dec. 31

A.10. Federal Tax ID Number

47-2087001

A.11. Federal DUNS Number

030297577

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Julia Toone

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

Charmaine Angino

A.19. Term Expiration

12/31/2024

A.20. Email

charmaineangino@gmail.com

A.21. Phone

(904) 612-5524

B. Project Overview

Completed by greenestws@gmail.com on 11/18/2022 3:58 PM

Case Id: 16194

Name: greeNest Operations - 2023/24

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?

This year, greeNest is seeking \$27,600 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, \$6000 will pay for Up Off the Floor supplies (mattresses, frames, bedding) , \$9000 to increase the current Warehouse Manager's hours 25% to full-time, and \$12,600 will enable us to add a much needed new part-time Warehouse Assistant.

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 2022, 186 households, totaling 432 individuals were impacted by the Finally Home program, shopping at greeNest's showroom for furniture and home essentials to fully furnish their homes. Since 2015 we have furnished more than 1400 homes.

greeNest's Up Off the Floor Program provides new beds for children in Winston-Salem and Forsyth County between the ages of birth-18 years. In FY 2022, greeNest helped get 272 children who were sleeping on the floor into a new bed. As funding allows, greeNest supplies new twin beds, pillows and bedding for children 3-18 years and portable cribs for infants and toddlers at no cost to the family. In 2016, we piloted the Up Off the Floor program by providing beds to children referred from Title I Elementary school classrooms (only). Every year since then, we have expanded our outreach to support more children in need. We now take referrals from any of our 100 partners for any child ages birth-18 years who needs a bed. So far we have gotten more than 1100 children Up Off the Floor and into their own beds.

City funds will enhance our team's ability to meet all four of our stated goals: 1.Maintain an inventory of new mattresses, bedframes and bedding and portable cribs to meet community need for children's beds. 2.Serve low income Forsyth County families in need of housing essentials. 3.Provide beds to Forsyth county children between birth-18 years who have limited or unsafe sleeping conditions. 4. Provide an exceptional greeNest experience for all program participants. 5.Improve the lives of individuals and families who experience homelessness. 6.Reduce the housing turnover rate for those impacted by homelessness.

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

Finally Home and Up Off the Floor participants are referred to greeNest through our 100 partner agencies. These agencies include local nonprofits, community groups, the WSFC Schools and faith communities who work with families and individuals who are transitioning from a housing crisis into stable housing or need outside services to meet furnishing needs for their homes.

When a referral is made, greeNest's program team connects with case managers to schedule a time for participants to select their furnishings from our showroom. Our warehouse staff ensure that the furniture showroom is stocked with a

Printed By: Tanya Banner on 1/23/2023

2 of 28

good selection of home furnishings and we have plenty of new beds for children. Volunteers 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.

Since 2015, greeNest has filled an important gap in services in Winston-Salem and Forsyth County. 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's beds. Feedback survey participants report they feel like they have a new beginning, a place where they can be rested and restored and feel safe and secure.

This direct feedback is supported by research studies, which show the importance of furniture in enhancing physical, mental, and social health, as well as its role in facilitating place attachments and achieving goals. Participants in programs like greeNest indicate that furniture helps them secure a sense of normalcy and affords them the ability to host visitors, components associated with creating a home. Participants report fewer pains and aches upon receiving furniture, as well as reduced levels of stress, anxiety and depression (Hartwig and Mohamed, 2020). The financial gains afforded by furniture allows recipients to be able to spend more time to pursue other goals, such as gaining employment (Richards, 2007). Studies show that lack of furniture has been identified as a key reason for not sustaining tenancy (Simiriglia, 2019).

The greeNest staff and volunteers have designed Finally Home and Up Off the Floor with great care and intentionality to ensure that every program participant feels warmly welcomed and respected when they visit greeNest. Only one Finally Home shopping appointment is scheduled at a time so program participants can have the showroom to themselves and take the time they need to make decisions. greeNest has created a place where individuals and families are empowered to choose the items they want and need, all at an affordable price. Once all their choices are made, a pick-up and delivery time is set up and scheduled by the program participant.

Getting children Up Off the Floor and into a new bed of their own provides a better night's sleep and a healthier environment. Up Off the Floor participants can visit greeNest during operating hours at their convenience once referred. They are invited into the warehouse to choose the bedding for each child's bed. There is no charge for Up Off the Floor, and beds and bedding are compactly packaged so that they can be easily transported by car.

Ensuring that participants are treated with dignity, respect and choice are key values that guide every aspect of our organization's operation and contribute to the positive experience and beneficial outcome of participants.

NEED (7 POINTS)

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 by an average of 30% and the need for beds for children has increased by 106%.

The need in our community is great, and we anticipate the need for greeNest's support will continue to grow. According to data from The Forsyth Promise, day life in our community is challenging, with 45% of all families in Forsyth County reporting income insufficiency. Our city and county have a poverty rate of 19.2% and 13% respectively. The most recent Point in Time Count counted 462 individuals in our community were experiencing homelessness. The 2018 Housing Study by the City of Winston-Salem found that 71% of its extremely low-income households are severely rent burdened, paying more than 50% of their income on rent. Exacerbating the circumstances contributing to housing instability in our community, is a crisis-level lack of affordable housing stock, low wages, and unprecedented economic pressures due to the dramatic rise in housing costs and inflation. Evictions in our community remain higher than the national average. These factors make it difficult for individuals to remain stably housed and provide for their families.

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.

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 100 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 primarily 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. Other partnering agencies also make referrals to greeNest.

We benefit from the input and feedback from our partners, as we are continuously seeking ways to better serve the community. Representatives from 3 of our partner agencies serve on our 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 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. To date, volunteers have contributed 61,886.5 hours.

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, and the Forsyth Humane Society.

C. Strategy and Performance

Completed by greenestws@gmail.com on 11/18/2022 3:58 PM

Case Id: 16194

Name: greeNest Operations - 2023/24

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.

Internally, program participants' data such as demographics, greeNest visit information, and items selected by the client for their homes is tracked through a 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 data is maintained on a spreadsheet and 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 to review feedback surveys and consider recommendations for program changes. The program committee also makes connections and builds strategic relationships with additional agencies, community groups and pastoral care groups. Additionally, greeNest's Program Manager tracks Finally Home

Printed By: Tanya Banner on 1/23/2023

6 of 28

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 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.

Finally Home furniture inventory is managed by warehouse staff and tracks incoming donations of furniture and housewares as well as outgoing items selected by program participants. An inventory activity report is reviewed monthly by greeNest's Executive Director and bookkeeper. The Warehouse Manager manages inventory for the Up Off the Floor Program. Twenty twin mattresses and 10 cribs can be stored in the warehouse at a time, which is enough inventory to meet about two weeks' demand for the program.

All data reports outlined above are reviewed by greeNest's Board of Directors at each meeting. Program goals are: 1) Serve low income Forsyth County families in need of housing essentials. 2) Provide beds to Forsyth county children between birth-18 years who have limited or unsafe sleeping conditions. 3) Provide an exceptional greeNest experience for all program participants. 4) Improve the lives of individuals and families who experience homelessness. 5) Reduce the 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 100% of participants report one year after furnishing their home that their lives have not improved, we will add additional questions to the survey to determine reasons and consult with the Program Committee on program changes that we should make. 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.

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
Maintain an	-Track inventory of	100% of referred	100% of referred	100% of referred

inventory of new mattresses, bedframes and bedding and portable cribs to meet community need for children's beds.	beds/cribs and bedding for children. -Purchase beds/cribs and bedding to maintain inventory.	children received beds.	children will receive beds.	children will receive beds.
Serve low income Forsyth County families in need of housing essentials.	-Partner with community agencies, groups, faith based institutions and the WSFC Schools to connect to low income families in need of gN service. -Process participant referrals. -Collect wish list of needed items from program participant. -Ensure needed essentials are available. -Schedule appointment for program participant to select their furnishings at greeNest.	432 were served with furnishing essentials.	596 will receive furnishing essentials.	656 will receive furnishing essentials.
Provide beds to Forsyth county children between birth-18 years who have limited or unsafe sleeping conditions.	- Partner with WSFC School personnel and other greeNest partnering agencies to identify children in need of a bed/crib. -Process referral of program participant. -Ensure adequate inventory is available to meet need. -Schedule appointment for program participant to get bed(s).	272 served.	422 children will receive beds.	718 children will receive beds.
Provide exceptional	-Train staff and	97% of program	97% of program	97% of program

greeNest experience for all program participants.	<p>volunteers on best practices in customer service.</p> <ul style="list-style-type: none"> -Ensure multiple options of good quality home furnishings are available. -Display furnishings and housewares beautifully on showroom floor. -Schedule private appointment for each program participant to have time to select items without feeling rushed. 	participants surveyed were very satisfied with their experience at greeNest.	participants surveyed will be very satisfied with their experience at greeNest.	participants surveyed will be very satisfied with their experience at greeNest.
Improve the lives of individuals and families who experience homelessness.	<ul style="list-style-type: none"> -Connect with low income families transitioning from homelessness to stable housing. -Provide affordable home furnishings of all essentials. -Provide program participant choice of items needed and wanted. -Provide an environment of respect and care for all program participants. 	One year after participating in Finally Home, 100% of survey respondents agreed that they felt more positively about their lives.	One year after participating in Finally Home, at least 90% will report feeling more positively about their lives. maintain housing for at least one year.	One year after participating in Finally Home, at least 90% will report feeling more positively about their lives. maintain housing for at least one year.
Reduce the housing turnover rate for those impacted by homelessness.	<ul style="list-style-type: none"> -Connect with low income families transitioning from homelessness to stable housing. -Provide affordable home furnishings of all essentials. -Provide program 	Not tracked in FY 2021-22 fiscal year.	Not tracked for first half of FY 2022-23 For second half of FY 2022-23, 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.

	<p>participant choice of items needed and wanted.</p> <p>-Provide an environment of respect and care for all program participants.</p>			
--	--	--	--	--

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	704	704
FY22-23 Current Year Projected Results	1,018	1,018
FY 23-24 Next Year Anticipated Results	1,374	1,374

C.6. FY 21-22 Program Accomplishments

- Added portable cribs to the Up off the Floor program to meet requests for beds for infants and toddlers.
- Increased number of people served by 56%.
- Increased number of partner agencies by 22%.

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/crib.

D. Organizational Capacity

Completed by greenestws@gmail.com on 11/18/2022 3:59 PM

Case Id: 16194

Name: greeNest Operations - 2023/24

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?

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 100 community agencies to identify individuals and families who lack the resources to provide essential furnishings for their homes, including beds for children who can benefit from our Up Off the Floor program. Families referred can receive new beds and bedding for any child in the home, ages birth-18 years, who is sleeping in an unsafe situation (on the floor, multiple to a bed, etc.).

The Winston-Salem community has an abundance of generous, caring citizens who connect with greeNest to support our work helping families who lack the resources to furnish their new home. Whether donating their gently used home furnishings for our showroom floor or donating two hours of time to put together a bath kit, community volunteers 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.

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?

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.

Printed By: Tanya Banner on 1/23/2023

11 of 28

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"> -Donor intake and pick-ups of furnishings and housewares from the community. -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. 	40	25.00 %
Program Manager	<ul style="list-style-type: none"> -Communication with partner agencies. -Program participant referrals. -Schedules program participants shopping and furniture pick up. -Meeting with clients and partner agency representatives during greeNest visits. -Providing the highest standard of care and service to all who come to greeNest (program participants, volunteers, partner agency case managers) . -Recruitment of additional partner agencies. 	30	0.00 %
Facilities Manager	<ul style="list-style-type: none"> -Donor intake and pick-ups of furnishings and 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. -Manages furniture sales to the public. 	30	0.00 %
Warehouse Assistant	<ul style="list-style-type: none"> -Assists with furniture donor pick-ups in the community. 	15	100.00 %
Saturday Warehouse Assistant	<ul style="list-style-type: none"> -Assists staff on Saturdays with donor intake and sorting/cleaning donations. 	3	0.00 %
Community Engagement	<ul style="list-style-type: none"> -Communicates and markets furnishing and financial donations need to the community. 	30	0.00 %

Manager	-Shares information with the community about services to increase program participation.		
---------	--	--	--

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	\$68,406.00	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 100 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.

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	0	0	0	1	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				2		
Technicians						
Office/Clerical						
Laborers/Service Workers		1	1	1		
Total Part-Time/Temp	0	1	1	3	0	0

D.8.



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

2022 greeNest Board of Directors.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 30% increase in the number of Finally Home program participants each year since 2016, greeNest's first operating year.

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 collected by the Program Manager.

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 referred by one of our partner agencies, who cannot provide a bed for a child.

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.

E. Cost Effectiveness

Case Id: 16194

Name: greeNest Operations - 2023/24

Completed by greenestws@gmail.com on 11/18/2022 3:59 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	\$296,247.00	\$262,203.00	\$287,162.00
Fundraising	\$95,582.00	\$116,274.00	\$125,610.00
Management and General	\$128,948.00	\$106,168.00	\$127,430.00
Total Expenditures by Program	\$520,777.00	\$484,645.00	\$540,202.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$174,554.00	\$161,467.00	\$218,021.00
Employee Benefits	\$0.00	\$0.00	\$0.00
Facility Rent and Utilities	\$75,912.00	\$78,549.00	\$78,900.00
Training and Conference Registration	\$350.00	\$50.00	\$200.00
Membership and Dues	\$948.00	\$1,390.00	\$948.00
Travel and Transportation	\$1,900.00	\$1,309.00	\$2,250.00
Grants to Individuals and Organizations	\$3,500.00	\$5,887.00	\$3,500.00
Contracted Fundraising Services	\$1,200.00	\$0.00	\$1,200.00
Goods Purchased for Resale	\$91,250.00	\$91,250.00	\$114,710.00
Other Contracted Services	\$55,575.00	\$79,544.00	\$63,870.00
Other Operating Expenditures	\$66,952.00	\$65,199.00	\$56,603.00
Capital Outlay	\$48,636.00	\$35,000.00	\$0.00
Total Expenditures by Category	\$520,777.00	\$519,645.00	\$540,202.00

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$25,000.00	\$0.00	\$15,000.00
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	\$118,217.00	\$97,015.00	\$151,335.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$161,610.00	\$294,842.00	\$228,450.00
Foundation Grants	\$25,685.00	\$27,924.00	\$25,000.00
Interest and Investment Income	\$24.00	\$2,580.00	\$22.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$71,597.00	\$62,286.00	\$120,395.00
Total Revenues by Category	\$402,133.00	\$484,647.00	\$540,202.00

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 2022 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	\$9,000.00	\$26,700.00	individual donations
Warehouse Assistant	\$12,600.00	\$0.00	N/A
Purchase Up off the Floor beds	\$6,000.00	\$66,450.00	Individual donations, Centenary UMC, Clemmons UMC, Highland Pres, Augsburg Endowment, St. Pauls Stedman Fund, First Baptist , Knollwood Baptist
	\$27,600.00	\$93,150.00	

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 and a new 15 hour per week Warehouse Assistant. 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. City funds will also be used to cover the cost of purchasing 20 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 this year is for operational support as it has been in the past.

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 7 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 2023, 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:	\$27,600
Number proposed to be served for the year:	1374
Average City funds per beneficiary:	\$20
Proposed funds from all sources:	\$93,150
Number proposed to be served for the year:	1374
Average total funds per beneficiary:	\$67

F. Required Documents

Completed by greenestws@gmail.com on 11/18/2022 3:59 PM

Case Id: 16194

Name: greeNest Operations - 2023/24

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

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 2021 Form 990 - public disclosure copy.pdf

Organization By-Laws *Required

BY-LAWS - Amended May 2016.docx

Articles of Incorporation *Required

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

23366_10223_IRS notification (1) 503c3 approval.docx

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

greeNest Final 20 (2) (1).pdf

2021 Audit engagement letter.pdf

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

***Required**

2022 NC Current and Active status.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 16194
Name: greeNest Operations - 2023/24
Address: *No Address Assigned

Completed by greenestws@gmail.com on 11/18/2022 1:53 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 greenestws@gmail.com on 11/18/2022 1:53 PM

Case Id: 16194

Name: greeNest Operations - 2023/24

Address: *No Address Assigned

H. Construction/Rehab Only

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

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

n/a

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

n/a

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

n/a

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

n/a

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

n/a

H.6. Describe the property management plan.

n/a

H.7. List the development team members.

n/a

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

n/a

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

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

Documentation

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

***No files uploaded*

Participant/program data sample report

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

I. Emergency Shelter Only

Case Id: 16194

Name: greeNest Operations - 2023/24

Address: *No Address Assigned

Completed by greenestws@gmail.com on 11/18/2022 3:59 PM

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 greenestws@gmail.com on 11/18/2022 3:59 PM

Case Id: 16194

Name: greeNest Operations - 2023/24

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

Rapid Rehousing Services

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

HMIS/Data Collection Budget

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

Submit

Completed by greenestws@gmail.com on 11/18/2022 4:00 PM

Case Id: 16194

Name: greeNest Operations - 2023/24

Address: *No Address Assigned

Submit

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

Julia Toone

Electronically signed by greenestws@gmail.com on 11/18/2022 3:59 PM

IDIS Setup

No data saved

Case Id: 16194

Name: greeNest Operations - 2023/24

Address: *No Address Assigned

IDIS Setup

Please provide the following information.

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE