



**CITY FUNDED COMMUNITY AGENCY
REPORT:
FY 2016-2017**

PREPARED BY THE BUDGET AND EVALUATION OFFICE
CITY OF WINSTON-SALEM, NORTH CAROLINA
JANUARY 2018

TABLE OF CONTENTS

Executive Summary	2
Table 1: History of Community Agency Funding (FY 2015-FY 2017)	3
Table 2: Employment Diversity (FY 16-17)	5
Livable Neighborhoods	7
AIDS Care Service	8
Bethesda Center	9
Experiment in Self-Reliance (ESR)	10
Family Services	11
Financial Pathways of the Piedmont—Center for Homeownership.....	12
Forsyth County District Attorney's Office, Domestic Violence Unit.....	13
Freedom Tree/ Institute for Dismantling Racism	14
Goodwill – Youth in Transition	15
Habitat for Humanity	16
HARRY Veterans Community Outreach Services	17
Housing Authority of Winston-Salem (HAWS)	18
National Association for Black Veterans (NABVETS)	19
Neighbors for Better Neighborhoods.....	20
Salvation Army—Center of Hope.....	21
Samaritan Ministries.....	22
The Shepherd's Center of Greater Winston-Salem.....	23
United Health Centers	24
United Way of Forsyth County	25
Work Family Resource Center.....	26
YMCA of Northwest North Carolina—Youth Incentive Program	27
Safe and Secure Community	28
Eureka Ministry	29
Hoops4L.Y.F.E.....	30
How is Your Heart Project - Beating Up Bad Habits	31
Josh Howard Foundation Mentoring Program.....	32
My Brother's Second Chance.....	33
Piedmont Triad Regional Council—Project Re-Entry.....	34
Self-Empowerment Lasts Forever—Taking a Giant Step (T.A.G.S.) Reentry Program.....	35
Silver Lining Youth Services.....	36
Southside Rides	37
YWCA – Hawley House.....	38
Economic Vitality and Diversity	39
Arts Council	40
Center for Creative Economy	41
Kaleideum	42
Liberty East Redevelopment, Inc.	43
North Carolina Black Repertory Company—National Black Theatre Festival	44
North Carolina Housing Foundation—SECU Commons	45
Old Salem Museums and Gardens.....	46
Piedmont Triad Film Commission.....	47
RiverRun International Film Festival.....	48
The Sergei Foundation—Triad Dog Games.....	49
Veterans Helping Veterans Heal (VHVH).....	50
Winston-Salem Urban League—Summer Youth Employment Program.....	51

EXECUTIVE SUMMARY

Each year, the City of Winston-Salem allocates funding through the Community Agency Funding Process to local community agencies and nonprofits that provide public services in our community. Funding is provided from a variety of sources including state and federal grants, as well as City tax dollars.

Community Agency Funding Process

In the fall preceding the funding year, the City publicizes a Request for Proposals and receives applications for funding from agencies such as nonprofits, quasi-governmental organizations, community development corporations, and nonprofit housing developers. Staff Review Panels, composed of City staff members from a wide range of departments, complete the first review of applications using a standardized scoring guide.

The scores from Staff Review Panels are provided to the Community Agency Allocation Committee (CAAC), comprised of nine citizens, who use the same scoring procedures to review and rank the applications. The CAAC provides their average scores, along with a recommendation to the City Manager for which agencies should receive funding and at what levels.

As part of the City's annual budget preparations, the City Manager's proposed budget is presented to the Mayor and City Council, who make the final decision on funding levels for each agency.

Allocations for FY 2016-2017

In FY 2016-2017, the City allocated a total of \$2,820,658 through the community agency funding process.

Allocations from the General Fund, Housing Finance Assistance Fund, and Occupancy Tax Fund totaled **\$1,587,203**. These funds were awarded to 21 community agencies and projects. The allocation to programs for Successful Outcomes After Release (SOAR) totaled **\$90,000** for ten agencies. Total funding for community agencies in these areas increased 17.1% from the previous year, FY 2015-2016.

In addition, funds were provided through federal grants, such as the Community Development Block Grant (CDBG), the HOME Investment Partnerships Program (HOME), and Emergency Solutions Grant (ESG) to award **\$1,143,455** to 15 agencies and projects in the area of Community Development. This represents a 13.3% decrease in funding from FY 2015-2016.

Outline of Report

This report is divided into four sections, based on the strategic focus area and type of funding received by the community agency:

- (1) Livable Neighborhoods;
- (2) Safe and Secure Communities; and
- (3) Economic Vitality and Diversity.

Each section provides a summary of activities, program outcomes, and program highlights for all of the community agencies that received funding in FY 2016-2017. It also includes the operating and capital funding history from fiscal year 2015 through 2017.

On the following pages, Table 1 outlines three years of funding history, including all organizations that received funding in the past three years. Table 2 provides a detailed breakdown of employment diversity for each of the organizations that received funding in FY 2016-2017.

TABLE 1: HISTORY OF COMMUNITY AGENCY FUNDING (FY 2015-FY 2017)

Agency	Fund Source	FY 14-15	FY 15-16	FY 16-17
AIDS Care Service	CDBG	\$ 68,370	\$ 68,370	\$ 60,850
Arts Council- Capital	GF	\$ 52,540	\$ 52,540	\$ 52,540
Arts Council- Operating	GF	\$ 209,810	\$ 217,363	\$ 217,363
Bethesda Center- Case Management	HFF	\$ -	\$ 160,000	\$ 160,000
Bethesda Center- Day Shelter	State ESG	\$ 20,903	\$ 19,600	\$ 19,837
Bethesda Center- Men's Night Shelter	State ESG	\$ 25,474	\$ 23,883	\$ 24,175
Bethesda Center- Shelter Building	HFF	\$ 48,000	\$ -	\$ -
Bethesda Center- Women's Night Shelter	City ESG	\$ 32,689	\$ 32,689	\$ 32,689
Center for Creative Economy	GF	\$ -	\$ -	\$ 25,000
Children's Home	GF	\$ 19,000	\$ -	\$ -
Coalition for Drug Abuse Prevention	GF	\$ 9,260	\$ -	\$ -
ESR- Burton Street Apartments	State ESG	\$ 13,922	\$ 13,052	\$ 13,212
ESR- General Operating	GF	\$ 81,170	\$ 85,230	\$ 85,230
ESR- Housing Case Management, Transitional Housing	CDBG	\$ 91,150	\$ 91,150	\$ 89,250
ESR- Income Tax Preparation Assistance	HFF	\$ 30,000	\$ 30,000	\$ 35,600
Eureka Ministry	SOAR	\$ 10,000	\$ 20,000	\$ 20,000
Family Services- Battered Women's Shelter	State ESG	\$ 11,164	\$ 10,466	\$ 10,594
Family Services- Battered Women's Shelter	City ESG	\$ 17,030	\$ 20,170	\$ 20,170
Family Services- Capital	GF	\$ 180,000	\$ -	\$ -
Financial Pathways of the Piedmont- Center for Homeownership	CDBG	\$ 71,220	\$ 71,220	\$ 66,750
Forsyth County District Attorney's Office, Domestic Violence Unit	GF	\$ 42,750	\$ 45,000	\$ 45,000
Freedom Tree/ Institute for Dismantling Racism	GF	\$ 22,000	\$ 33,350	\$ 33,350
Goodwill- Youth in Transition	GF	\$ -	\$ -	\$ 18,350
Habitat for Humanity	HOME	\$ 147,000	\$ 138,000	\$ 142,000
HARRY Veterans Community Outreach Services	HFF	\$ 14,300	\$ 25,000	\$ 25,000
Hoops4L.Y.F.E	SOAR	\$ -	\$ -	\$ 5,000
Housing Authority of Winston-Salem (HAWS)	HOME	\$ 190,000	\$ 240,000	\$ 240,000
How is Your Heart Project (Beating up Bad Habits)	SOAR	\$ 10,000	\$ -	\$ 5,000
IFB Solutions (W-S Industries for the Blind)	CDBG	\$ 75,000	\$ -	\$ -
Josh Howard Foundation Mentoring Program	SOAR	\$ -	\$ -	\$ 6,500
Kaleideum- Capital	GF	\$ 50,000	\$ 50,000	\$ 50,000
Kaleideum- Operating	GF	\$ 166,910	\$ 172,360	\$ 172,360
Liberty Community Development Corporation	CDBG	\$ 8,820	\$ -	\$ -
Liberty East Redevelopment, Inc.	HFF	\$ 31,150	\$ 31,150	\$ 31,150
Mediation Services of Forsyth County	GF	\$ 7,110	\$ 7,500	\$ 7,500
My Brother's Second Chance	SOAR	\$ -	\$ -	\$ 5,000
National Association for Black Veterans (NABVETS)	HFF	\$ 10,000	\$ 10,000	\$ 10,000
Neighbors for Better Neighborhoods	CDBG	\$ 39,170	\$ 39,170	\$ 40,050
North Carolina Black Repertory Company- National Black Theatre Festival	GF	\$ 78,690	\$ 85,000	\$ 85,000
North Carolina Housing Foundation- SECU Commons	CDBG	\$ -	\$ 200,000	\$ -
North Carolina Housing Foundation- The Commons Case Management	CDBG	\$ -	\$ -	\$ 13,350
Old Salem Museums and Gardens	OT	\$ 103,630	\$ 116,070	\$ 175,000
People of W-S Art Reclamation Program (POWAR)	GF	\$ 2,750	\$ -	\$ -

Agency	Fund Source	FY 14-15	FY 15-16	FY 16-17
Piedmont Triad Film Commission	OT	\$ 27,500	\$ 30,800	\$ 32,310
Piedmont Triad Regional Council- Project Re-Entry	CDBG	\$ 17,500	\$ 17,500	\$ 31,150
Piedmont Triad Regional Council- Project Re-Entry	SOAR	\$ 5,000	\$ -	\$ 10,000
RiverRun International Film Festival	GF	\$ 39,350	\$ 40,000	\$ 40,000
Salvation Army- Center of Hope	City ESG	\$ 17,065	\$ 20,211	\$ 20,211
Salvation Army- Center of Hope	State ESG	\$ 26,012	\$ 24,388	\$ 24,686
Salvation Army	SOAR	\$ 5,000	\$ 5,000	\$ -
Samaritan Ministries	City ESG	\$ 17,065	\$ 20,211	\$ 20,212
Samaritan Ministries	State ESG	\$ 26,012	\$ 24,388	\$ 24,686
Self-Empowerment Lasts Forever (SELF)	SOAR	\$ 10,000	\$ 10,000	\$ 10,000
Sergei Foundation	GF	\$ -	\$ 5,000	\$ 5,000
Shepherd's Center of Greater Winston-Salem	GF	\$ -	\$ -	\$ 15,000
Silver Lining Youth Services	SOAR	\$ -	\$ -	\$ 5,000
Southside Rides	SOAR	\$ 10,000	\$ -	\$ 10,000
United Health Centers	CDBG	\$ -	\$ -	\$ 16,020
United Way of Forsyth County- Community Intake Center	CDBG	\$ 34,120	\$ 34,120	\$ 30,400
United Way- Goodwill/ Rapid Re-Housing Collaborative	State ESG	\$ 96,851	\$ 58,344	\$ 39,476
United Way- Information Systems HMIS	State ESG	\$ 38,650	\$ 38,650	\$ 38,650
United Way- Overflow Shelter/ Homeless Council	City ESG	\$ 11,500	\$ 11,500	\$ 11,500
United Way- Rapid Re-Housing Collaborative	City ESG	\$ 63,566	\$ 69,854	\$ 72,587
United Way- Continuum of Care Strategic Plan	CDBG	\$ -	\$ -	\$ 26,700
United Way- Ten Year Plan Administration	CDBG	\$ 20,750	\$ 20,750	\$ -
Veterans Helping Veterans Heal	CDBG	\$ 12,450	\$ 12,450	\$ 14,250
Winston-Salem Foundation- Funder's Collaborative	HFF	\$ 60,300	\$ -	\$ -
Winston-Salem Urban League- Summer Youth Employment Program	HFF	\$ 100,000	\$ 125,000	\$ 175,000
Work Family Resource Center	HFF	\$ -	\$ 10,450	\$ 25,450
YMCA of Northwest North Carolina- Youth Incentive Program	GF	\$ 63,000	\$ 66,000	\$ 66,000
YWCA - Hawley House	SOAR	\$ -	\$ -	\$ 13,500
Total Funding		\$ 2,692,673	\$ 2,752,949	\$ 2,820,658

City ESG: City Emergency Solutions Grant	CDBG: Community Development Block Grant	GF: General Fund
HFF: Housing Finance Assistance Fund	HOME: HOME Investment Partnerships Program	OT: Occupancy Tax
SOAR: Successful Outcomes After Release	State ESG: State Emergency Solutions Grant	

TABLE 2: EMPLOYMENT DIVERSITY (FY 16-17)

FULL-TIME AND PART-TIME EMPLOYEES	Agency	FT/PT	Total Positions FY 16-17	FY 16-17 Current Employees					
				Male			Female		
				White	Black	Other	White	Black	Other
AIDS Care Service	Full-time	6	= 1	-	-	-	2	2	1
	Part-time	2	= -	-	-	-	1	1	-
Arts Council	Full-time	14	= 4	1	-	-	8	-	1
	Part-time	15	= 8	1	1	1	4	1	-
Bethesda Center	Full-time	15	= -	3	-	-	2	9	1
	Part-time	9	= -	-	-	-	-	1	-
Center for Creative Economy	Full-time	2	= -	-	-	-	1	1	-
	Part-time	9	= 2	-	-	-	4	3	-
Eureka Ministry	Full-time	1	= -	1	-	-	-	-	-
	Part-time	0	= -	-	-	-	-	-	-
Experiment in Self-Reliance (ESR)	Full-time	25	= -	4	-	-	5	16	-
	Part-time	6	= -	1	-	-	-	5	-
Family Services	Full-time	27	= 5	1	1	1	11	9	-
	Part-time	1	= 1	-	-	-	-	-	-
Financial Pathways of the Piedmont- Center for Homeownership	Full-time	23	= 3	1	-	-	11	7	1
	Part-time	1	= -	1	-	-	-	-	-
Forsyth County District Attorney's Office, Domestic Violence Unit	Full-time	4	= -	-	-	-	-	4	-
	Part-time	0	= -	-	-	-	-	-	-
Goodwill- Youth in Transition Program	Full-time	4	= 1	1	-	-	1	1	-
	Part-time	3	= -	-	-	-	2	1	-
Habitat for Humanity	Full-time	28	= 9	2	2	2	12	2	1
	Part-time	8	= 2	1	2	2	2	1	-
HARRY Veterans Community Outreach Services	Full-time	2	= -	-	-	-	-	2	-
	Part-time	4	= 1	1	1	1	-	1	-
Housing Authority of Winston Salem	Full-time	100	= 14	27	7	7	7	42	3
	Part-time	27	= 7	11	1	1	1	7	-
Hoops4L.Y.F.E	Full-time	No information provided	=						
	Part-time		=						
How Is Your Heart Project Beating up Bad Habits	Full-time	1	= -	-	1	-	-	-	-
	Part-time	6	= 1	2	1	1	-	-	-
Institute for Dismantling Racism - Freedom Tree	Full-time	1	= -	1	-	-	-	-	-
	Part-time	0	= -	-	-	-	-	-	-
Josh Howard Foundation	Full-time	No information provided	=						
	Part-time		=						
Kaleideum	Full-time	18	= 5	1	-	-	11	-	1
	Part-time	7	= -	1	-	-	1	5	-
Liberty East Redevelopment, Inc.	Full-time	No information provided	=						
	Part-time		=						
Mediation Services of Forsyth County	Full-time	2	= -	1	-	-	-	1	-
	Part-time	2	= -	-	-	-	1	1	-
My Brothers Second Chance	Full-time	0	= -	-	-	-	-	-	-
	Part-time	0	= -	-	-	-	-	-	-
National Association for Black Veterans (NABVETS)	Full-time	0	= -	-	-	-	-	-	-
	Part-time	0	= -	-	-	-	-	-	-
NC Black Repertory Company- National Black Theatre Festival	Full-time	5	= -	2	-	-	-	1	-
	Part-time	14	= -	2	-	-	-	4	-
Neighbors for Better Neighborhoods	Full-time	4	= -	2	-	-	-	2	-
	Part-time	14	= -	1	1	1	1	9	2
North Carolina Housing Foundation- SECU Commons	Full-time	16	= 4	2	-	-	6	4	-
	Part-time	17	= 3	11	-	-	2	1	-
Old Salem Museums & Gardens	Full-time	93	= 34	3	-	-	52	4	-
	Part-time	102	= 19	-	-	-	82	1	-
Piedmont Triad Film Commission	Full-time	1	= -	-	-	-	1	-	-
	Part-time	0	= -	-	-	-	-	-	-
Piedmont Triad Regional Council	Full-time	94	= 18	12	1	1	40	18	5
	Part-time	90	= 20	9	1	1	39	19	2
RiverRun International Film Festival	Full-time	6	= 3	-	-	-	3	-	-
	Part-time	9	= 3	-	-	-	5	-	1
Salvation Army	Full-time	52	= 6	10	2	2	8	17	3
	Part-time	72	= 4	12	2	2	4	18	1
Samaritan Ministries	Full-time	13	= -	5	-	-	6	2	-
	Part-time	7	= -	4	-	-	1	2	-
Self-Empowerment Last Forever (SELF)	Full-time	0	= -	-	-	-	-	-	-
	Part-time	8	= -	2	-	-	1	4	1
The Sergei Foundation- Triad Dog Games	Full-time	1	= -	-	-	-	1	-	-
	Part-time	1	= -	-	-	-	1	-	-
Shepherd's Center of Greater Winston-Salem	Full-time	4	= 1	-	-	-	3	-	-
	Part-time	9	= -	-	-	-	9	-	-
Southside Rides	Full-time	2	= -	2	-	-	-	-	-
	Part-time	0	= -	-	-	-	-	-	-
United Health Centers	Full-time	24	= 1	2	1	1	5	8	7
	Part-time	10	= -	1	-	-	3	3	3

FULL-TIME AND PART-TIME EMPLOYEES Agency	FT/PT	Total Positions FY 16-17	FY 16-17 Current Employees					
			Male			Female		
			White	Black	Other	White	Black	Other
United Way	Full-time	36	= 9	4	-	12	11	-
	Part-time	8	= 3	1	-	2	2	-
Veterans Helping Veterans Heal (VHVH)	Full-time	16	= 4	2	-	6	4	-
	Part-time	17	= 3	11	-	2	1	-
Winston-Salem Urban League	Full-time	14	= -	1	-	4	9	-
	Part-time	27	= 2	5	-	6	14	-
Work Family Resource Center	Full-time	12	= -	-	-	6	5	1
	Part-time	3	= -	-	-	2	1	-
YMCA of Northwest North Carolina- Youth Incentive Program	Full-time	4.3	= 0.8	1.5	-	-	2	-
	Part-time	7.22	= 0.43	2.17	0.16	0.17	3.95	0.34

LIVABLE NEIGHBORHOODS



Livable neighborhoods are the basic building blocks for our City's quality of life. They create an environment where people feel welcome, want to spend time, and want to interact. Livable neighborhoods provide access to adequate transportation, shopping and recreation options, encourage residents to maintain their homes, and celebrate our values, history, and culture. Livable Neighborhoods also includes facilities and activities that foster good physical health.

Page	Agency	Fund Source	FY 14-15	FY 15-16	FY 16-17
8	AIDS Care Service	CDBG	\$ 68,370	\$ 68,370	\$ 60,850
9	Bethesda Center- Case Management	HFF	\$ -	\$ 160,000	\$ 160,000
9	Bethesda Center- Day Shelter	State ESG	\$ 20,903	\$ 19,600	\$ 19,837
9	Bethesda Center- Men's Night Shelter	State ESG	\$ 25,474	\$ 23,883	\$ 24,175
9	Bethesda Center- Shelter Building	HFF	\$ 48,000	\$ -	\$ -
9	Bethesda Center- Women's Night Shelter	City ESG	\$ 32,689	\$ 32,689	\$ 32,689
10	ESR- Burton Street Apartments	State ESG	\$ 13,922	\$ 13,052	\$ 13,212
10	ESR- General Operating	GF	\$ 81,170	\$ 85,230	\$ 85,230
10	ESR- Housing Case Management, Transitional Housing	CDBG	\$ 91,150	\$ 91,150	\$ 89,250
10	ESR- Income Tax Preparation Assistance	HFF	\$ 30,000	\$ 30,000	\$ 35,600
11	Family Services- Battered Women's Shelter	State ESG	\$ 11,164	\$ 10,466	\$ 10,594
11	Family Services- Battered Women's Shelter	City ESG	\$ 17,030	\$ 20,170	\$ 20,170
11	Family Services- Capital	GF	\$ 180,000	\$ -	\$ -
12	Financial Pathways of the Piedmont- Center for Homeownership	CDBG	\$ 71,220	\$ 71,220	\$ 66,750
13	Forsyth County District Attorney's Office, Domestic Violence Unit	GF	\$ 42,750	\$ 45,000	\$ 45,000
14	Freedom Tree/ Institute for Dismantling Racism	GF	\$ 22,000	\$ 33,350	\$ 33,350
15	Goodwill- Youth in Transition	GF	\$ -	\$ -	\$ 18,350
16	Habitat for Humanity	HOME	\$ 147,000	\$ 138,000	\$ 142,000
17	HARRY Veterans Community Outreach Services	HFF	\$ 14,300	\$ 25,000	\$ 25,000
18	Housing Authority of Winston-Salem (HAWS)	HOME	\$ 190,000	\$ 240,000	\$ 240,000
-	Mediation Services of Forsyth County	GF	\$ 7,110	\$ 7,500	\$ 7,500
19	National Association for Black Veterans (NABVETS)	HFF	\$ 10,000	\$ 10,000	\$ 10,000
20	Neighbors for Better Neighborhoods	CDBG	\$ 39,170	\$ 39,170	\$ 40,050
21	Salvation Army- Center of Hope	City ESG	\$ 17,065	\$ 20,211	\$ 20,211
21	Salvation Army- Center of Hope	State ESG	\$ 26,012	\$ 24,388	\$ 24,686
21	Salvation Army	SOAR	\$ 5,000	\$ 5,000	\$ -
22	Samaritan Ministries	City ESG	\$ 17,065	\$ 20,211	\$ 20,212
22	Samaritan Ministries	State ESG	\$ 26,012	\$ 24,388	\$ 24,686
23	Shepherd's Center of Greater Winston-Salem	GF	\$ -	\$ -	\$ 15,000
24	United Health Centers	CDBG	\$ -	\$ -	\$ 16,020
25	United Way of Forsyth County- Community Intake Center	CDBG	\$ 34,120	\$ 34,120	\$ 30,400
25	United Way- Goodwill/ Rapid Re-Housing Collaborative	State ESG	\$ 96,851	\$ 58,344	\$ 39,476
25	United Way- Information Systems HMIS	State ESG	\$ 38,650	\$ 38,650	\$ 38,650
25	United Way- Overflow Shelter/ Homeless Council	City ESG	\$ 11,500	\$ 11,500	\$ 11,500
25	United Way- Rapid Re-Housing Collaborative	City ESG	\$ 63,566	\$ 69,854	\$ 72,587
25	United Way- Continuum of Care Strategic Plan	CDBG	\$ -	\$ -	\$ 26,700
25	United Way- Ten Year Plan Administration	CDBG	\$ 20,750	\$ 20,750	\$ -
26	Work Family Resource Center	HFF	\$ -	\$ 10,450	\$ 25,450
27	YMCA of Northwest North Carolina- Youth Incentive Program	GF	\$ 63,000	\$ 66,000	\$ 66,000
	Total Livable Neighborhoods Funding		\$ 1,583,013	\$ 1,567,716	\$ 1,611,185

*Detailed information for Mediation Services of Forsyth County not available at this time.

AIDS Care Service

Mission: The mission of AIDS Care Service (ACS) is to empower and serve our brothers and sisters living with HIV/AIDS and to educate our community in the struggle against the disease.

The City of Winston-Salem CDBG funds helped disabled and low-income individuals living with HIV to maintain housing by supporting the daily functions and operational overhead for the ACS' Housing Program and Horseshoe Transitional Apartments. Our goal is to increase the quality of life for those living with HIV/AIDS by providing services that promote healthy lifestyles and independence. Funds helped disabled and low-income individuals living with HIV find and maintain stable housing.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 68,370	\$ 68,370	\$ 60,850

Activities:	FY 16-17 Annual Outcomes:
Housing Case Management	<ul style="list-style-type: none"> - Provided case management and other services to assist 30 individuals with housing placement and maintaining housing. - Served 21 persons in Permanent Supportive Housing vouchers and 100% retained permanent housing - Served 9 individuals in transitional housing. - Helped transition housing clients to other housing programs including the Housing Choice Voucher Program and the Housing Opportunities for Persons with AIDS program at Positive Wellness Alliance.

2016-2017 Program Highlights:

- AIDS Care Service, Inc. was founded in 1991 to empower and educate the community about HIV/AIDS and to provide housing solutions to individuals and families who are living with or impacted by HIV/AIDS.
- In June, 2017, after 25 years of service in the community, AIDS Care Service, Inc. ceased operations, having fulfilled its main mission and determining not to duplicate services in the community. Positive Wellness Alliance, another nonprofit dedicated to serving persons with HIV/AIDS, will continue to provide housing services.



Bethesda Center

Mission: To create opportunities daily through emergency and support services, empowering individuals to live stable lives.

The case management program was created in 1998 to assist guests with housing location, securing furniture, emergency assistance, family unification, bus passes, medical referrals, financial assistance, and other services as identified in their individualized service plans.

Women's Night Shelter (City ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 32,689	\$ 32,689	\$ 32,689

Men's Night Shelter (State ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 25,474	\$ 23,883	\$ 24,175

Intensive Case Management (HFF)

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ 160,000	\$ 160,000

Day Shelter (State ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 20,903	\$ 19,600	\$ 19,837

Activities:	FY 16-17 Annual Outcomes:
Women's Night Shelter	<ul style="list-style-type: none"> - Provided emergency shelter for up to 40 women nightly, with a total of 188 women served annually. <ul style="list-style-type: none"> - 100% of women were referred to supportive services. - Identified and coordinated permanent housing opportunities for 102 women. <ul style="list-style-type: none"> - 98% of women remained in housing after six months.
Men's Night Shelter	<ul style="list-style-type: none"> - Provided emergency shelter for up to 60 men nightly, with a total of 374 men served annually. <ul style="list-style-type: none"> - 100% of men were referred to supportive services. - Identified and coordinated permanent housing opportunities for 102 men. <ul style="list-style-type: none"> - 98% of men remained in housing after six months.
Intensive Case Management	<ul style="list-style-type: none"> - Identified and coordinated housing opportunities for 102 individuals to move into permanent housing. <ul style="list-style-type: none"> - 98% of guests remained in housing after six months. - Average case load of 30 individuals per case manager.
Day Shelter	<ul style="list-style-type: none"> - Provided a safe place for 357 homeless adults to be during the day. - Offered services such as showers, laundry facilities, telephone access, mail delivery, and a resource center to assist with job training and employment.

2016-2017 Program Highlights:

- Bethesda Center provided three core services to the homeless men and women of the Winston-Salem/ Forsyth County community:
 - The only Day Shelter in the area operating 365 days a year from 7:00am-6:30pm.
 - The only Emergency Night Shelter in the area serving men and women which operates 365 days a year from 7:00pm-6:30am nightly.
 - Supplemental services which include customized case management to meet the individual needs of our guests.



Experiment in Self-Reliance (ESR)

Mission: To empower “working low-income” and “chronically homeless” individuals and families to achieve their full potential for long-term social and economic self-reliance.

Burton Street Apartments (State ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 13,922	\$ 13,052	\$ 13,212

Housing Case Management (CDBG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 91,150	\$ 91,150	\$ 89,250

General Operating (General Fund)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 81,170	\$ 85,230	\$ 85,230

Income Tax Preparation Assistance (HFF)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 30,000	\$ 30,000	\$ 35,600

Activities:	FY 16-17 Annual Outcomes:
Self Sufficiency Program, Information & Referral, Earned Income Tax Credit Program (EITC/VITA), Individual Development Accounts (IDA), NC Saves Program, Housing Programs	<ul style="list-style-type: none"> - Provided intensive services to 187 low income families, resulting in increased economic self-sufficiency. <ul style="list-style-type: none"> - 85% of participants in the program were working. - Collaborated with Goodwill Industries and others for vocational training. - Case managers assisted clients in job search and job readiness. <ul style="list-style-type: none"> - 28% of clients enrolled in programs at ESR increased their household income above the federal poverty guideline. - 52% of clients exiting the program increased their household income. The average increase in household income was \$5,254. - Collaborated with WSSU, FTCC, Mt. Eagle, and other formal education programs, GEDs, and certificates. Case managers supported improved academic and skills training, and provided one-on-one counseling. <ul style="list-style-type: none"> - 88% of clients improved their education level and 36% of those obtained a college degree. - 46% of clients exiting the program gained or improved employment while in the program. - Clients were encouraged to participate in Road to Empowerment training for financial literacy.

2016-2017 Program Highlights:

- ESR launched its Building Blocks program, which focuses on families with children in priority schools. While participation in this pilot has been disappointing, those enrolling in the program have been enthusiastic. We have focused on financial literacy initiatives across all programs. All program graduates have an improved understanding of money, the impact of their financial decisions, and the importance of saving. More participants understand and obtain banking products, especially savings accounts, by the time they exit our programs. ESR’s programs focus on helping households become stable, encouraging employment improvements, education, financial literacy, and breaking the cycle of generational poverty.



Family Services

Mission: Family Services is a nonprofit organization serving Forsyth County (NC) by providing professional services and participating in partnerships that foster the development of children, advance the safety, security, and success of families and individuals, and help build a sustainable community.

Battered Women's Shelter (State ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 11,164	\$ 10,466	\$ 10,594

Battered Women's Shelter (City ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 17,030	\$ 20,170	\$ 20,170

Capital (General Fund)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 180,000	\$ -	\$ -

Activities:	FY 16-17 Annual Outcomes:
Battered Women's Shelter	<ul style="list-style-type: none"> - 93 adults and 87 children utilized the shelter as a secure living space, of which 74% were female and 26% male, with only one male adult victim. - By age, the victims were 0-12 years (43%), 13-17 years (5%), 18-25 years (11%), 26-40 years (28%), and 41-60 years (13%). - By race/ ethnicity, the victims were 61% African American, 20% Caucasian, 12% Hispanic/Latino, 4% multi-racial, and/or 3% declined to identify with a race/ethnic group. - Victim advocates provided safety planning, crisis intervention, and information about victim rights, community resources and more. - 91% of the 77 victims completing the survey felt less isolated. - 84% of the 77 victims completing the survey said they knew more about domestic violence after working with victim advocates. - 80% of the 68 respondents said they had more knowledge of how to plan for their safety.
2016-2017 Program Highlights:	
<ul style="list-style-type: none"> - Provided safe shelter and housing to women and children leaving abusive homes and provided services, support, and information to help them continue their lives in secure, independent living situations. 	



A Community of Solutions

Financial Pathways of the Piedmont—Center for Homeownership

Mission: The mission of Financial Pathways of the Piedmont (FPP) is to provide professional consumer education and comprehensive financial and housing guidance to all members of the community. We believe all people deserve a chance for financial well-being.

The Center for Homeownership’s mission is to inform and prepare residents to be responsible homebuyers via comprehensive housing education, counseling, referrals, and other resources.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 71,220	\$ 71,220	\$ 66,750

Activities:	FY 16-17 Annual Outcomes:
Center for Homeownership	<ul style="list-style-type: none"> - Conducted 1,578 housing-related appointments. - Assisted 675 client families in avoiding foreclosure. - Assisted clients in paying down \$569,074 in excess debt. - Supported 50 people to purchase homes. - Reached 1,964 people in financial and housing education classes. - Conducted homebuyer education workshops for 137 families and individuals. - Conducted home maintenance workshops for 85 families and individuals. - Provided one-on-one counseling to 441 potential homebuyers, while maintaining a caseload of 1,891 clients working toward homeownership. - Center for Homeownership clients generated \$2.6 million in tax revenue on an annual basis.

2016-2017 Program Highlights:

- The Center for Homeownership (CHO) is the only comprehensive housing counseling program in Winston-Salem/Forsyth County. CHO provides seamless, supportive service throughout the home-buying process to support low-to moderate-income families and individuals in purchasing safe, affordable homes.
- 2015 recipient of the Joel and Claudette Weston Award for Excellence in Nonprofit Management.



Forsyth County District Attorney's Office, Domestic Violence Unit

Mission: The Office of the Forsyth County District Attorney is committed to serve and protect the citizens of our community through the vigorous and professional prosecution of those who violate the criminal laws of the State of North Carolina. Our staff is dedicated to support victims of crime through understanding and compassionate guidance through the criminal prosecution process.

The Forsyth County District Attorney's Domestic Violence Unit is dedicated to supporting the victims of domestic violence with understanding and compassion, while simultaneously prosecuting domestic violence offenders in accordance with the law. The Unit has operated successfully and continuously for 19 years.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 42,750	\$ 45,000	\$ 45,000

Activities:	FY 16-17 Annual Outcomes:
First Appearance Court	-An increased number of victims were reached by phone prior to the defendant's release from custody and provided with information about court proceedings and safety planning, thereby increasing their participation in the court process and community safety. - Contacted 77% of victims within hours of the alleged assault, and prior to the defendant's release from custody.
Domestic Violence Court (3C District Court)	- 1,161 domestic violence cases were adjudicated in Domestic Violence Court. - 70% of domestic violence cases prosecuted resulted in guilty verdicts. - 76% of the victims reside in the City of Winston-Salem. - Conviction rate of domestic violence offenders has increased from 30% in 1997 (when the Domestic Violence Unit was founded) to 70% in 2017. - Our domestic homicide rate remains low, despite a nationwide increase in violent crime.
Case Preparation	- Staff was present each day to meet with victims, answer questions, and explain court proceedings, in addition to being available after cases have been resolved in court. - 2,242 cases docketed in court. - Reduced the percentage of domestic violence cases that are dismissed by the District Attorney's Office due to the victim not appearing in court to 45%.

2016-2017 Program Highlights:

- On an average day of domestic violence court, there are approximately 25-35 cases scheduled on the docket.
- To reduce the number of dismissals of domestic cases due to the inability to locate the victim for court, the DV Unit personnel has streamlined and improved case management procedures, as well as received specialized training on working with domestic victims.
- We are on track to reduce the number of dismissals due to inability to locate the victim by at least 10% from the previous year, while maintaining our conviction rate.



Freedom Tree/ Institute for Dismantling Racism

Mission: We strive to become our region’s primary advocate and training provider for more inclusion and productive communities. In fifty years, Forsyth County will be known statewide and nationally, as an inclusive community, where religious, governmental, business and non-profit institutions all work to end disparities, embrace diversity, and practice collaborative efforts of compassion and justice.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 22,000	\$ 33,350	\$ 33,350

Activities:	FY 16-17 Annual Outcomes:
Reframing the Dialogue to Build Community	<ul style="list-style-type: none"> - Hosted monthly Crossroads Anti-Racism Organizing and Training Partners Caucus as a tool for institutional and individual anti-racist transformation and awareness. - Ongoing community organizing and public engagement. - Consulting services for local community organizations.
Workshops on Diversity and Inclusion	<ul style="list-style-type: none"> - Provided two workshops for 28 participants to increase understanding of how history and culture shape their individual and organizational perception of others. - Received an average evaluation score of 4.79 out of 5 from participants.
Browning of America: Workshop for Latinos and Latino Serving Organizations	<ul style="list-style-type: none"> - Co-sponsored the Community Forum: Local Latino/a Clergy Share with Parkway UCC Church with a goal to “Come and hear how the wider community can support our immigrant communities in Winston-Salem.” - The gathering was a success with 60 participants from 13 organizations from across the city coming out to show support and learn how to talk about immigration and planning for continued community building going forward.
Workshop on the Social Determinants/ Social Forces of Health	<ul style="list-style-type: none"> - Provided a webinar as part of a field test of the workshop for four participants. Pre-registrations received for 18 participants. - Increased participants’ understanding of the social factors in their community and social environment that impact their own health. - Received an average evaluation score of 4.94 out of 5 from participants.
<p>2016-2017 Program Highlights:</p> <ul style="list-style-type: none"> - Made significant changes to the initial goals of the Latino/Latina training. With the climate change in our nation toward immigrants, it is important to provide a community engagement that represents our city’s welcoming posture for our Latino community. - IDR is evaluating the webinar format of the Workshop on Social Determinants of Health. We continue to reach out to institutions that can benefit from webinar training intervention tools to address health disparities within their responsibility. Inquiries are being sent to a variety of public institutions for future facilitation opportunities. 	



Goodwill – Youth in Transition

Mission: Support young people in foster care by coordinating robust partnerships between public and private resources and to extend those supports until they turn 26.

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ -	\$ 18,350

Activities:	FY 16-17 Annual Outcomes:
Youth in Transition (YIT) Leadership Board	<ul style="list-style-type: none"> - Recruited and trained five young people to serve on the YIT Youth Leadership Board (YLB). - Brought in five community partners to facilitate trainings for the board. <ul style="list-style-type: none"> - Dress for Success; presented to YLB and YIT participants on the importance of appearance and preparation for job interviews. - Steve Beck, Conflict Resolution Specialist; provided training on building team structure and having difficult conversations. - Dr. Sara Dahill-Brown, Wake Forest University; provided in-depth data analysis on YIT participants from the past five years, and trained on data interpretation and usage. - Reni Geiger, Director of Community Initiatives, Goodwill Industries; provided one-on-one leadership training to YLB liaison and members, working with individual members on future career direction, executive decision making, and workplace expectations. - Salem College; provided training to YLB on development of YouTube channel. - Goodwill Industries; facilitated training meeting between YLB and YIT Staff to discuss how perceptions affect relationships, both personal and professional. - The Youth Leadership Board created two communication tools to improve practice around foster youth.

2016-2017 Program Highlights:

- LYFE Board took the first quarter of the grant period to work with the Links youth and leadership, to determine how they could integrate, where they overlapped and could support each other, and how they could together become a better voice for foster/former foster youth and those in the process of transitioning.
- YIT transitioned to become a part of Crossnore School and Children’s Home moving forward. The transition provides a permanent base for YIT and an opportunity to expand YIT services westward throughout the state in the coming years.



Habitat for Humanity

Mission: Habitat for Humanity of Forsyth County, rooted in Christian principles, brings together community partners and volunteers from all faiths to help qualified Partner Families construct, repair and purchase well-built, safe and affordable homes and become successful homeowners.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 147,000	\$ 138,000	\$ 142,000

Activities:	FY 16-17 Annual Outcomes:
New House Construction, and Remodeling Existing Homes	<ul style="list-style-type: none"> - Completed 10 new homes and transferred to new homeowners. - Remodeled one home and transferred to new homeowner. - Orientations provided monthly in both English and Spanish. - Acquired six potential buildable lots in the Bowen Park neighborhood for future construction.
Home Repairs Through Neighborhood Revitalization	<ul style="list-style-type: none"> - Critical home repairs are more than \$2,500 in material costs and typically are system related issues (i.e. roof replacement, rebuilding floor systems, HVAC repair/replacement, plumbing or electrical repairs). <ul style="list-style-type: none"> - Completed five critical home repairs, mostly for veterans. - Home preservation projects are any repairs less than \$2,500 in material costs and are typically exterior home repairs that prevent further deterioration to the home (i.e. addressing water intrusion, roof repairs, stair and rail repair, disability modifications, weatherization, etc.). <ul style="list-style-type: none"> - Completed 16 home preservation projects.

2016-2017 Program Highlights:

- Completed year two \$750,000 challenge grant of \$25,000 per house for 30 houses in Boston Thurmond from BB&T.
- Completed year two of grant funding from the United Way's Place Matters partnership with LER and ESR resulting in three additional new houses in Bowen Park.
- Completed collaboration with the City of Winston-Salem in the Construction of the Youth Build program.
- Worked alongside the Boston Thurmond Neighborhood Association (BTNA) to complete the Our Boston Thurmond Neighborhood Plan and Community Tool Kit and will have published both this plan and the summary of a 200-resident community survey conducted in Winter of 2017. Secured a \$70,000 grant on behalf of the BTNA to implement some of the strategies outlined in the plan.
- Partnered with community collaborative poverty efforts, Strong@Home, Imagine Forsyth, Place Matters, Forsyth County Winston-Salem Asset Building Coalition, and the forming collaborative on aging in Forsyth.
- Working alongside the Boston Thurmond Innovation Network to bring the Purpose Built Community Development network to Winston Salem.
- Assisting the Peters Creek Community Initiative effort to redevelop the Budget Inn into work force housing.



HARRY Veterans Community Outreach Services

Mission: The mission of HARRY Veterans Community Outreach Services (HARRY VCOS) is to provide a compassionate network of veterans, family, friends and concerned members of the community that are responsive to the health, social, economic and total well-being of the men/women who have and continue to serve in our Armed Services.

HARRY VCOS strives to reduce homelessness, poverty, and incarceration due to untreated PTSD experienced by veterans in our community. We provide an alternative to the established Veterans Service Organizations Services by providing one-on-one and/or group support to address the many challenges veterans endure due to their service in the Armed Forces, especially combat veterans. These challenges have far too often led to homelessness, incarceration, mental health problems, drug/alcohol addiction, and unemployment.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 14,300	\$ 25,000	\$ 25,000

Activities:	FY 16-17 Annual Outcomes:
Veterans Service Program	<ul style="list-style-type: none"> - Successfully adjudicated 30 claims for veterans, inclusive of two widows, with awards totaling \$927,000. - Processed 44 new claims, bringing the open caseload to 67. - 55% of supportive services clients desired services for claims for benefits. - 35% of clients were self or agency referred for emergency assistance. All of them received services. - Claims agent monitored, updated, and provided one-on-one client follow-up 294 times.
Community Outreach/ Advocacy	<ul style="list-style-type: none"> - Hosted two successful honor events: "Memorial Day" (approximately 1,000 veterans, family, and community attended) and "Veteran's Day Open House" (94 veterans in attendance). - Five veterans attended a three-day Veterans Symposium in Washington, D.C.

2016-2017 Program Highlights:

- 10% of the membership engaged in actions in Raleigh and Washington D.C.
- HARRY VCOS leadership participated in the Department of Veterans Affairs Media Roundtable discussion.
- Participated in collaborative partnerships with S.E.L.F., Triad Veterans & Military Resource Coalition, United Way, United Health Centers events i.e. homeless counts, Stand Downs, Resource Fairs, and Veterans Monthly Coffees.
- Attended three-day Homeless Veterans Symposium in Washington, D.C.
- Participated in a 3-day training with HandsOn NWNK along with a one-day funding workshop.
- Participated in the Hospice & Palliative Care Veterans Memorial Day Honor program.
- Hosted our 9th Annual Memorial Day Event in Bolton Park with an approximate attendance of 1,000 veterans/families and community members.



Housing Authority of Winston-Salem (HAWS)

Mission: The Housing Authority of Winston-Salem's mission is to create and maintain sustainable communities through partnerships to benefit the residents of Winston-Salem. We provide subsidized housing, affordable housing and housing vouchers to the extremely low and very low income citizens of Forsyth County.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 190,000	\$ 240,000	\$ 240,000

Activities:	FY 16-17 Annual Outcomes:
Tenant Based Rental Assistance (TBRA)	- 38 clients transitioned from homeless shelters, a homeless situation, or a rent-burdened situation to Tenant Based Rental Assistance or retained their TBRA voucher.

2016-2017 Program Highlights:

- This operating project provides rental assistance and/or security deposit assistance to approximately 40 homeless and formerly homeless individual and families, disabled households and/or working poor households, making less than 80% of median income.
- Individuals and families are referred by other agencies who are members of the Winston-Salem/Forsyth County Continuum of Care Membership Agencies and/or through the Coordinated Intake Center (CIC).

PROGRAMS AND FACILITIES

- I. Housing Choice Voucher Programs (numbers are approximate low-income households served and based on funding)
 - a. Regular and Project-Based Vouchers – 4394
 - b. Family Unification Vouchers – 100
 - c. Mainstream Vouchers – 73
 - d. Veteran Administration Supportive Housing Vouchers – 144
 - e. PSH TBRA – 145
 - f. Home TBRA - 50
 - g. SPC Mental Health – 47
 - h. HOPWA (PWA) – 10
- II. HCV FSS Program – Self Sufficiency program serves 75 households
- III. Public Housing Program

Development	Location	Type	Units	Years in Service
Cleveland Avenue Apts.	Cleveland Avenue	PH - Family	244	50 +
Piedmont Park Apts.	28 th and Claremont	PH – Family	240	50 +
Crystal Towers	Sixth Street	PH – Disabled	201	45
Sunrise Towers	M.L. King Blvd.	PH – Single	195	45
Healy Towers	Healy Drive	PH – Elderly	105	35
Townview Apartments	13 th and 14 th Streets	PH – Family	49	30
Stoney Glen Apartments	Waltrude Street	PH – Family	50	30
The Oaks at Tenth	10 th and Cleveland Streets	PH – Family	50	2.5
Camden Station	12 th and Cleveland Streets	PH – Family	30	1.5

IV. Affordable Housing Program

Development	Location	Type	Units	Years in Service
Plaza Apartments	Manly and Thurmond	Family	78	40
Drayton Pines Apartments	13 th Street	Family	44	30
FEV Single-Family Houses	17 th Street	Family	3	2
Bethlehem Pointe	Bethlehem and Cleveland	Family	12	2
Fairview Landing	Burke Village Lane	Family	84	6 months

- V. Public Housing PATH Program – Approximately 35 participants



National Association for Black Veterans (NABVETS)

Mission: The purpose of NABVETS is to improve the social, educational, economic, health and well-being of all veterans. On an ongoing basis NABVETS will provide strategic advocacy on behalf of all its membership with congress, the Federal Administration, state Administration and other agencies and organizations. The Winston-Salem NABVETS CHAPTER #0057 will be consistent in the holistic approach to the mission of NABVETS.

NABVETS Chapter #0057 will collaborate with local agencies and organizations to deliver quality service to veterans, assist in filing of claims, disseminate up to date information of legislative reforms, outreach to the homeless and low income veterans, advocate on behalf of the veterans on a local, state and federal level, and treat all veterans with the respect and dignity they deserve.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 10,000	\$ 10,000	\$ 10,000

Activities:	FY 16-17 Annual Outcomes:
Veterans Service Program	<ul style="list-style-type: none"> - Processed and interviewed 93 individual claims for veterans. - Provided 20 office hours per week on average, utilizing six volunteers. - Hosted annual Honors Day Program for veterans in March 2017. - Continued to collaborate with the Urban League, Goodwill, Regional Veterans Affairs Office, and others to educate veterans regarding claims and veteran issues and to reconnect them with the community.
<p>2016-2017 Program Highlights:</p> <ul style="list-style-type: none"> - Operated with all non-paid volunteers—currently no full-time staff. - Held Honors Day Program and an Annual Cookout for veterans. - Participated in nine Veterans Service Organization trainings with the Regional Office. - Collaborated with mental health entities in order to help veterans with PTSD and other mental health illness. - Held employment seminars for unemployed veterans through collaboration with Urban League and Goodwill Industries other local entities that helped to foster connections with our local veterans. - Held seminar with the Veterans Affairs office to educate and help impact our local veterans and their families. 	



Neighbors for Better Neighborhoods

Mission: To connect people, strengthen voices and leverage resources with community by providing the following Asset-Based Community Development activities: Learning and Leadership, Connecting Residents, Living and Building Community.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 39,170	\$ 39,170	\$ 40,050

Activities:	FY 16-17 Annual Outcomes:
Neighbors in Action (NIA); Asset Based Community Development (ABCD) Training; Asset Mapping; Time Banking to Operationalize Asset Mapping	<ul style="list-style-type: none"> - Assisted 25 neighborhood associations or community groups in community planning and organizing. - Awarded 11 Neighborhood Conversation grants to neighborhood groups to support community-based initiatives, connect residents, and track issues and concerns. - Held 48 Organizers' Circle meetings that about 25 organizers regularly attended, providing a space for activists, advocates and local stakeholders and organizers to align their work weekly. - Conducted 20 learning opportunities through Learning and Leadership capacity building program. Sessions included Asset-Based Community Development, Community Organizing, Racial Equity Training, Conflict Resolution, Establishing a Neighborhood Association and other topics of interest to residents. - The Resident Leaders program began in FY 2016-17 with two resident leaders in the Boston-Thurmond neighborhood. 12 residents have been hired in various capacities such as Parent Leaders and TimeBank Coordinators. - Hosted 16 TimeBank tutorials and enrolled 72 TimeBank members into a network of members that agree they will give and receive credits for services that other members provide.

2016-2017 Program Highlights:

- Our programs increase citizen participation which involves a process of creating awareness, data gathering and analyses, organizing, action planning and evaluation. Our programs allow us to walk citizens through each of those processes for sustainable resident-led change. Collaborative efforts help leverage the necessary resources.



Salvation Army—Center of Hope

Mission: The Salvation Army’s mission is to meet human need without discrimination. This is accomplished through 22 distinct programs in a four county service area that includes Forsyth, Davie, Stokes and Yadkin Counties.

Center of Hope (City ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 17,065	\$ 20,211	\$ 20,211

Center of Hope (State ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 26,012	\$ 24,388	\$ 24,686

Center of Hope (SOAR)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 5,000	\$ 5,000	\$ -

Activities:	FY 16-17 Annual Outcomes:
Emergency Shelter for Homeless Families and Single Women	<ul style="list-style-type: none"> - Provided 33,068 shelter nights for families, children, and single women. - Served 490 unduplicated individuals, and 180 unduplicated households. <ul style="list-style-type: none"> - Averaged 73 residents per night, which included seven single women, 22 adult family members, and 44 children. - Length of average stay was 60 days, down from 102 days in FY 2016. - Case managers continued to contribute to the work of the Coordinated Intake Center to rapidly rehouse residents of the Center of Hope.

2016-2017 Program Highlights:

- Focused on developing a more formal process to removing barriers to Housing First including addressing immediate (first 14 days) Emergency Shelter Services, mid-term (Day 15 to 90) housing stability and Housing Permanence after move-out.
- The January 2017 Point in Time count indicated an increase of 30 homeless families (73 children and adults) from the previous count.
- Social Services Director assumed full leadership of the Families and Children sub-committee of the Council on Services to the Homeless.
- Hired a Director of Residential Services to focus on the residential services at the Center of Hope.
- Transitioned the Shelter Case Management position from part time to full time.



Samaritan Ministries

Mission: The mission of Samaritan Ministries is providing food, shelter and hope through Christian love. Our programs include:

- Samaritan Soup Kitchen (1981) provides a free, nutritious lunch 365 days of the year. In 2016, we provided 154,566 meals.
- Samaritan Inn (1988) gives shelter, breakfast and dinner to 70 homeless men, 365 nights of the year. In 2016, we provided 25,722 nights of shelter.
- Project Cornerstone (1995) is a substance abuse recovery program for 10 homeless men who reside at Samaritan Inn.
- As of July 2017, Samaritan provides office and meeting room space for the Empowerment Project, a street outreach and case management program for homeless adults and families experiencing mental health struggles or substance use disorders.

Samaritan Inn Shelter (City ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 17,065	\$ 20,211	\$ 20,212

Samaritan Inn Shelter (State ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 26,012	\$ 24,388	\$ 24,686

Activities:	FY 16-17 Annual Outcomes:
Samaritan Inn Shelter	<ul style="list-style-type: none"> - Provided 25,458 shelter nights to 745 unduplicated homeless men. - Gave shelter, breakfast, and dinner to 80 men each night, operating 365 nights of the year. - Provided services at an average cost of \$24.51 per person, per day. - Collaborated with Experiment in Self Reliance (ESR) to provide a housing specialist each week to work with guests on securing permanent housing. <ul style="list-style-type: none"> - Referred 79 individuals to permanent housing. - Wake Forest law students held regular expungement clinics, meeting with clients to clear up criminal records for better jobs and housing. - Wake Forest students and other volunteers operate a weeknight computer lab for guests to look for jobs and housing, as well as keep in touch with their families. - Five AA/NA meetings are held at Samaritan weekly.

2016-2017 Program Highlights:

- Samaritan operates from a two-year-old facility designed to be a homeless shelter and soup kitchen. It is a very clean, welcoming environment for the guests we serve. Thanks to donations from a capital campaign, the building is completely paid for with no ongoing debt service.
- Samaritan's intake procedure includes bed bug remediation. When new guests arrive, all belongings are heat treated to control the spread of bed bugs.
- We continued collaboration with ESR which provides a housing specialist each week to work with our guests on securing permanent housing.
- Additional space at Samaritan allows for outside groups to come in to provide resources and services for guests: food stamp certification, voter registration, health screenings, dental bus, and new housing orientation.



The Shepherd's Center of Greater Winston-Salem

Mission: The Shepherd's Center of Greater Winston-Salem is an interfaith ministry that promotes and supports successful aging by providing direct services, volunteer opportunities, and enrichment programs for older adults.

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ -	\$ 15,000

Activities:	FY 16-17 Annual Outcomes:
Provide transportation to older adults	- Responded to 7,000 one-way trip requests for over 1,200 older adults for medical appointments and nutritional needs.
Provide minor home repairs for adults	- Utilized volunteers to provide the labor for minor repair needs that allow older adult city residents to remain independent in their own homes. - Responded to 579 minor home repair requests for 310 older adults. - Added two new volunteer partners to assist in larger home repair projects.
Provide visitation and respite care services to individuals and family caregivers	- Provided 2,500 home visits for visitation and caregiver respite care for 159 older adults and their caregivers.
Provide health and wellness programs and activities through our Vital Living Senior Center program	- Offered an average of 45 weekly physical fitness, educational, and social programs throughout the city to 2,800 participants with an overall attendance of 34,200.
<p>2016-2017 Program Highlights:</p> <ul style="list-style-type: none"> - Received city grant funding and anticipate increased grant funding through the Winston-Salem DOT for the FTA 5310 program and state EDTAP programs to support the program growth and expanding services to accommodate multiple trips during the week for individuals. - Migrated to a new scheduling software system in June 2017 to increase the efficiency of trip and volunteer scheduling. - For health and wellness programs, increased collaborations by 25% and activities offered by 29% per week. 	



United Health Centers

Mission: UHC began in 2003, as an outgrowth of community organizing activities lead by Neighbors for Better Neighborhoods, and six neighborhood associations in southeastern Winston-Salem, NC. Today, the organization is the only Federally Qualified Health Center (FQHC) in Forsyth County. We are an organization that is committed to providing access to high-quality, affordable, comprehensive healthcare for all residents of Winston-Salem and Forsyth County, NC.

Our mission is; providing equitable care, building healthier communities. We offer comprehensive healthcare services that include medical, behavioral health, and soon to be offered dental services.

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ -	\$ 16,020

Activities:	FY 16-17 Annual Outcomes:
Meeting community health needs at SECU Commons site	<ul style="list-style-type: none"> - Clients continued to have access to high-quality, comprehensive health care, regardless of their insurance status or their ability to pay. - 95% approval rating from customer/patient surveys conducted by an independent marketing firm.
<p>2016-2017 Program Highlights:</p> <p>-On any given day the providers on site could see and treat between 10-15 patients each, which results in 20-30 patients per day. We prefer to keep visits to no more than 15 per day, per doctor, in order to reduce wait time as well as ensure that each patient is able to be seen. Our aim is to provide excellent service that will garner patient loyalty and satisfaction.</p>	



United Way of Forsyth County

Mission: The mission of United Way of Forsyth County is to be a catalyst for strengthening our community by identifying and addressing its most significant needs through alignment of resources and strategic partnerships to achieve measurable, lasting results.

Community Intake Center (CDBG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 34,120	\$ 34,120	\$ 30,400

Overflow Shelter/ Homeless Council (City ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 11,500	\$ 11,500	\$ 11,500

Information Systems HMIS (State ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 38,650	\$ 38,650	\$ 38,650

Rapid Re-Housing Collaborative (City ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 63,566	\$ 69,854	\$ 72,587

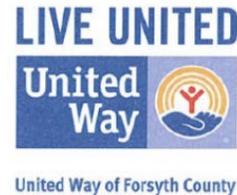
Goodwill/Rapid Re-Housing (State ESG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 96,851	\$ 58,344	\$ 39,476

Continuum of Care Strategic Plan (CDBG) (Formerly Ten-Year Plan Administration)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 20,750	\$ 20,750	\$ 26,700

Activities:	FY 16-17 Annual Outcomes:
Community Intake Center	<ul style="list-style-type: none"> - Developing a "by-name list" of people experiencing homelessness in order of priority as established by the Continuum of Care (CoC). - Held weekly assessment team meetings to develop housing plans. - Held weekly orientation meetings for the Coordinated Intake Center.
Continuum of Care Strategic Plan	<ul style="list-style-type: none"> - On average, people seeking support from homeless service providers in Wintson-Salem re-entered permanent housing within 87 days of entering the homeless service system. - The by-name list fluctuated between 35-40 chronically homeless people in the community. Community resources were prioritized to help them move into permanent housing. - Held 12 Operating Cabinet Meetings, 10 Commission on Ending Homelessness Meetings, and 6 Full Council Meetings to maintain a strong, engaged system of governance for CoC.
Overflow Shelter	<ul style="list-style-type: none"> - Operated four overflow shelter sites from December 1 to March 31, available once all permanent shelter beds were full. - Sheltered 200 individuals during FY 2017.
Rapid Re-Housing Collaborative	<ul style="list-style-type: none"> - 180 households received case management in a rapid rehousing program. Case managers provided mentoring, budget counseling, employment assistance, and financial assistance as appropriate. - 180 households exited the program successfully with permanent housing. - Only 0.62% of clients have returned to homelessness within two years of receiving services.
Information Systems: Community Intake Data Coordinator (Homeless Management Information System, HMIS)	<ul style="list-style-type: none"> - Supported coordinated entry system by ensuring all data related to clients is collected and entered into the HMIS system with 100% data quality.



Work Family Resource Center

Mission: Work Family Resource Center (WFRC) provides consumer education, referrals and resources to improve the quality of child care in our community.

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ 10,450	\$ 25,450

Activities:	FY 16-17 Annual Outcomes:
Collection of Child Care Supply and Demand Information and Database Maintenance	<ul style="list-style-type: none"> - Dedicated database specialist contacted and gathered information from licensed child care programs, afterschool programs, and part-day preschools in Forsyth County. - Searchable database was accessible to the public online or by talking to a WFRC Parent Specialist to provide information about child care options available in Forsyth County. - 95.25% of parents used the referral service with complete information. - 913 customer follow-up surveys were distributed, and feedback is being collected.
Consumer Education and Referral	<ul style="list-style-type: none"> - 2,088 families with children 0-12 years of age accessed the referral service in-person, by phone, or internet (1,817 in-person or phone, 271 online). - 98% of families utilized quality indicators provided in database to search and select childcare.

2016-2017 Program Highlights:

- WFRC's database specialist managed collection and analysis of the child care supply and demand data, gathered consumer feedback from 20% of the parents utilizing the WFRC consumer education and referral services. The 2015-16 Supply and Demand Reports were distributed. City funds are blended with funding from other sources to accomplish these goals.
- WFRC's overall goal is to increase the number of individuals requesting consumer education and child care referral information. This is done by supporting personnel who provide parent consultations. WFRC also works to promote the online referral function by sharing information with local agencies providing services to children and families through our monthly e-newsletters for both parents and child care providers. City funds are blended with funding from other sources to accomplish these goals.



YMCA of Northwest North Carolina—Youth Incentive Program

Mission: Helping people reach their God-given potential in spirit, mind, and body.

The YMCA programs encompass holistic school-age programming that provides a continuum of services for underserved youth. This wrap-around approach includes afterschool and summer programming for youth at LaDeara Crest Estates housing development and Rolling Hills apartment complex free of charge.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 63,000	\$ 66,000	\$ 66,000

Activities:	FY 16-17 Annual Outcomes:
After School Enrichment, Tutoring	<ul style="list-style-type: none"> - Certified tutors worked with 60 students after school at Rolling Hills Apartments and LaDeara Crest Estates between the hours of 2:30-6:00 P.M. - 58 of 60 participants were promoted to the next grade level. - 86% of students participated in community events. - 90% of participants attended program meetings with role models. - 91% of students completed their homework and 100% completed 30 minutes of reading, three times a week. - Provided two nutritious snacks to students daily, throughout the school year.
Summer Camp Enrichment Program	<ul style="list-style-type: none"> - Provided nine weeks of summer camp programming from 7:30am-6:00pm for 143 students in the Rolling Hills Community, LaDeara Crest and Ledges housing development, and Winston Lake Family YMCA. - 100% of participants were exposed to character development. - 100% of participants engaged in 30 minutes of daily summer reading and 60 minutes of physical activity. - 98% of participants demonstrated the proper way to put on a life jacket. - 96% of participants increased their knowledge of what is on a healthy plate. - 90% of participants attended program meetings with role models. - Provided STEM activities to all participants. - The first year of serving the Rolling Hills Community with summer day camp was very successful. The program continued to incorporate 30 minutes of daily reading as well as STEM activities. - All campers received a lunch, supper and two snacks each day.

2016-2017 Program Highlights:

- Started to introduce methods to engage parents and families in the after school program. This included individualized updates of student progress and family events sponsored by the YMCA.
- The schools that the students attend are consistently some of the lowest-performing schools in Forsyth County. With high numbers of free/reduced lunch, and low numbers of academic success, the additional support and structure that the YIP program provides is an invaluable resource for the students, their parents, and Winston-Salem as a community.



SAFE AND SECURE COMMUNITY



Public safety is the foundation upon which any successful city is built. Absent this, it is difficult to attract businesses, residents, or visitors, which in turn create the economic vitality that sustains our community.

Page	Agency	Fund Source	FY 14-15	FY 15-16	FY 16-17
29	Eureka Ministry	SOAR	\$ 10,000	\$ 20,000	\$ 20,000
30	Hoops4L.Y.F.E	SOAR	\$ -	\$ -	\$ 5,000
31	How is Your Heart Project (Beating up Bad Habits)	SOAR	\$ 10,000	\$ -	\$ 5,000
32	Josh Howard Foundation Mentoring Program	SOAR	\$ -	\$ -	\$ 6,500
33	My Brother's Second Chance	SOAR	\$ -	\$ -	\$ 5,000
34	Piedmont Triad Regional Council- Project Re-Entry	CDBG	\$ 17,500	\$ 17,500	\$ 31,150
34	Piedmont Triad Regional Council- Project Re-Entry	SOAR	\$ 5,000	\$ -	\$ 10,000
35	Self-Empowerment Lasts Forever (SELF)	SOAR	\$ 10,000	\$ 10,000	\$ 10,000
36	Silver Lining Youth Services	SOAR	\$ -	\$ -	\$ 5,000
37	Southside Rides	SOAR	\$ 10,000	\$ -	\$ 10,000
38	YWCA - Hawley House	SOAR	\$ -	\$ -	\$ 13,500
Total Safe and Secure Community Funding			\$ 62,500	\$ 47,500	\$ 121,150

Eureka Ministry

Mission: Eureka Ministry Inc. (EMI) was organized in 2003 and is the parent ministry of Eureka House, which is a transitional facility for male ex-offenders. The mission of EMI is to provide a structured, supportive environment to assist ex-offenders in becoming successful, law-abiding citizens. Emphasis is placed on developing men from the inside out through spiritual growth and character building.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 10,000	\$ 20,000	\$ 20,000

Activities:	FY 16-17 Annual Outcomes:
Transitional Housing for Ex-Offenders Released from Prison	<ul style="list-style-type: none"> - Provided housing and 75% of food for 10 ex-offenders. - Provided employment assistance to 10 ex-offenders; 10 were placed in jobs. - Provided life skills coaching in the areas of finances, relationships, problem solving, and conflict resolution. - Recidivism rate of 25%.
Housing Case Management Services for Ex-Offenders	<ul style="list-style-type: none"> - Assisted in placing 36 homeless ex-offenders into permanent housing from the streets and homeless shelters in Winston-Salem. - Traveled total of 329 miles to service client needs, sign leases, purchase household goods, and complete initial intake. - Spent 240 hours servicing clients' needs and working with them in the housing search process.
Men's Bridge Club (Support Group) for Inmates at Forsyth Correctional Center	<ul style="list-style-type: none"> - Sponsored inmates from prison to a local church to participate in facilitated meetings and setting goals about Dealing with Addiction, Financial Management, Anger Management, Building Relationships, Educational Opportunities, and Locating Resources. - Worked with eight local churches, utilizing 14 volunteers.
<p>2016-2017 Program Highlights:</p> <ul style="list-style-type: none"> - The FY 2016-17 grant served 36 participants with each getting a one-time assistance of \$300.00 each. The funds were used to help pay rent deposit, utility deposit and or household items they needed as they experienced the new challenges they now faced having their own apartment. - EHP provided case management services to assist these individuals in acquiring and retaining permanent housing. EHP helps participants learn how to develop a realistic budget and utilize resources to meet their multiple needs. Case management services include needs assessment, resource identification, referring and linking, and life/success skills education and coaching. 	



Hoops4L.Y.F.E.

Mission: Hoops4L.Y.F.E. After-School program’s mission is to empower and redirect at-risk youth and young adults in a community-based after-school program that incorporates life skills in conjunction with implementing the fundamentals of the sport as a prevention method to reduce juvenile crime and promote positive change charted by each player.

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ -	\$ 5,000

Activities:	FY 16-17 Annual Outcomes:
After school program offering mentoring, tutoring, and basketball training for youth	<ul style="list-style-type: none"> - Provided services for 48 children. - Before and after school program served 10 children. - Provided two AAU Leagues for 5th-12th grades.
<p>2016-2017 Program Highlights:</p> <ul style="list-style-type: none"> - Hoops4L.Y.F.E. received a \$750 grassroot grant from Neighbors for Better Neighborhoods. - Hosted a summer enrichment program for 25 children. - Partnered with Cancer Services for the Breast Cancer Awareness Basketball Tournament. 	

How is Your Heart Project - Beating Up Bad Habits

Mission: Beating Up Bad Habits is a structured and organized community based organization with a purpose to provide a program that is proactive in assisting youth ages 10-17 with problems they face in the community by using (boxing) physical fitness, mentoring services, and community volunteers.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 10,000	\$ -	\$ 5,000

Activities:	FY 16-17 Annual Outcomes:
Mentoring and referrals to behavioral health as needed	<ul style="list-style-type: none"> - 60% of youth ages 8-17 were serviced and assisted in all needs. - 100% of youth were referred as needed to services for substance abuse, anger management, and gang prevention services. - 100% of youth participated in school programs and staff followed up with grades.
<p>2016-2017 Program Highlights:</p> <ul style="list-style-type: none"> - Provided referrals to behavioral health as needed, assisted families, and continued involvement with schools and other referral agencies. 	

Josh Howard Foundation Mentoring Program

Mission: The Josh Howard Foundation is dedicated to helping to improve the quality of life of economically challenged communities by utilizing programs and services that focus on academic improvement, community outreach, and athletic and fitness training.

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ -	\$ 6,500

Activities:	FY 16-17 Annual Outcomes:
Community Progressive Development Program - After school program at Sprague Street Recreation Center	<ul style="list-style-type: none"> - 100% of students enrolled in the afterschool program improved their grades by one letter grade - 100% of students enrolled in the afterschool program had no discipline reports or school suspensions
<p>2016-2017 Program Highlights:</p> <ul style="list-style-type: none"> - Winston-Salem State University, Wake Forest University, and UNC School of the Arts students volunteered to tutor the students in the afterschool program. - Local Businessman spoke to the students regarding interview skills, resumes, setting goals, and financial literacy. 	



My Brother's Second Chance

Mission: The purpose of My Brother's Second Chance (MBSC) is to educate, empower, and enhance the lives of our at-risk youth. MBSC provide mentoring, linking, monitoring, and coordination of care to at-risk male youth residing in Forsyth County, North Carolina. This is done in collaboration with community partnerships that allow us to provide mentoring/coaching through the following activities: personal development skills, educational support, supplemental life skills learning, decision and problem-solving skills, gang affiliation solutions, and vocational training.

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ -	\$ 5,000

Activities:	FY 2016-17 Annual Outcomes:
Mentorship	<ul style="list-style-type: none"> - Provided after school snacks, school supplies, field trips, as well as two college visits and activities throughout the summer months. - Worked with 10 students and provided 1000 hours of mentoring services to empower, encourage, and equip boys towards accountability, compassion and self-respect that will guide them in their transition towards manhood. - Referred seven juveniles to other agencies for clothing, employment, and mental health services. - 100% of students enrolled in My Brother's Second Chance remained in school for the entire year. - Annual cost to organization of \$1,000 per participant.

2016-2017 Program Highlights:

- Program adopted 12 men from Carver High School who all passed (2 finished on A/B honor roll).
- Five students received tablets from the organization.
- Volunteers took students on college tours to Winston-Salem State University, Wake Forest University, and Forsyth Technical Community College.
- Volunteers assisted three students with securing part-time jobs.

Piedmont Triad Regional Council—Project Re-Entry

Mission: Piedmont Triad Regional Council’s mission is to assist in meeting the needs of members and citizens by: nurturing regional cohesiveness, providing leadership in identifying issues and reaching solutions, being proactive in building on community strengths and opportunities, and bridging the responsibilities of federal, state and local governments.

The Criminal Justice Department’s “Project Reentry” program exemplifies Piedmont Triad Regional Council’s (PTRC) leadership by addressing the important issue of successful offender reintegration through a unique and specialized pre- to post-release system of services that is supported by diverse and wide-ranging state and community partnerships in the City of Winston-Salem and across North Carolina.

Project Re-Entry (CDBG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 17,500	\$ 17,500	\$ 31,150

Project Re-Entry (SOAR)

FY 2014-15	FY 2015-16	FY 2016-17
\$ 5,000	\$ -	\$ 10,000

Activities:	FY 16-17 Annual Outcomes:
Provision of pre-release curriculum cycles, pre/post-release case planning/ services and post-release only services for participants.	-Decreased former offender prison recidivism by providing customized reintegration services. Latest study followed 2013/14 pre/post participants for a 2.5-3 year period ending December 2016. The recidivism rate for these participants was 8.9%.
Specialized case management, skills building trainings, vocational education	-Employment rate for participants was 77%. This included 73 of pre/post and post only participants.
Provide programming that is efficient and cost effective	- Served 332 new participants in FY 2016-17. With a total budget of \$205, 883 for the program, the cost per participant was \$620. -80% received basic needs services. -Average monthly caseload in FY 16-17: 17 pre-release, 45 pre/post and 32 post release (including carryovers from previous year).
2016-2017 Program Highlights:	
-Project Reentry is now featured in a documentary series on the OWN network called “Released.” In this series, three Project Reentry participants were followed for the initial 90 days after release to highlight the unique challenges returning citizens face. The series debuted in late September 2017 and may be extended. Additionally, Project Reentry was featured in a Wake Forest University exhibit called “Open Spaces.” This exhibit collected photography and quotes from Project Reentry participants to speak to the special perspective of reentry / transition.	



PIEDMONT TRIAD
REGIONAL COUNCIL

Self-Empowerment Lasts Forever—Taking a Giant Step (T.A.G.S.) Reentry Program

Mission: Self-Empowerment Lasts Forever (S.E.L.F.) is a non-profit, non-partisan, community organization located in Winston-Salem, North Carolina established in 2011. Its mission is to provide services that empower individuals to take charge of their lives through training and workshops which will enable them to become more productive and responsible citizens.

The targeted population for our programs includes the homeless, individuals who have been incarcerated and are transitioning back into the community, veterans, inclusive of those individuals who are working towards getting back into the job market and obtaining the necessary skills to become self-sufficient.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 10,000	\$ 10,000	\$ 10,000

Activities:	FY 16-17 Annual Outcomes:
Education and Skills Training	- Referred participants to resources to obtain GED. Of the 21 participants enrolled, 18 participants (85.7% came into the program with a GED or diploma.
Provide job readiness seminars, budget counseling, and goal setting	- Enrolled 21 participants in the program, and 16 were placed in jobs. Two participants became independent contract workers. - 85% of enrollees had detailed goals and maintained employment.
Develop relationships with shelters, realtors, and half-way houses to help participants find/maintain housing	- Reviewed standard leases with participants, located private landlords, matched needs with budgets to house. 18 of 21 enrolled had family housing, two stayed in shelters.
<p>2016-2017 Program Highlights:</p> <ul style="list-style-type: none"> - Project T.A.G.S. is a program designed to address a multitude of barriers individuals who were previously incarcerated face as they attempt to re-enter society and become productive citizens within their community. It will provide them with a composite of experiences that will enrich their lives and assist them in leading a healthier more productive life. - The program concentrates on skills training that will eventually prepare them to become entrepreneurs, thereby becoming independent business owners and productive citizens. - Specifically, the program will address three major categories of numerous risk factors they face: <ul style="list-style-type: none"> (1) Personal risk factors where they have demonstrated poor educational performance, exhibited low self-confidence, exhibited poor decision making and problem solving skills, and lack the knowledge to establish good sound life goals and channel negative behaviors into positive behaviors. (2) Social risk factors which include association with peers who may possibly pose bad influences, the inability to make good choices of not using alcohol, controlled substances and/or tobacco, and the tendency of these individuals to want to <i>'belong, be a part of the in-crowd, and not rock the boat.'</i> (3) Family risk factors are those where they have exhibited inappropriate behaviors inclusive of alcohol/drug use and abuse, child abuse, spousal abuse, domestic violence and multiple socio-economic problems in the home environment. They feel financially obligated for the support of their family, which often leads to criminal behaviors. 	

Silver Lining Youth Services

Mission: The STARS Teen Development Program offers a dual component focus, offering direct face to face engagement and leveraging community resources to students within the Winston-Salem/Forsyth County school district.

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ -	\$ 5,000

Activities:	FY 2016-17 Annual Outcomes:
STARS Teen Development Program	<ul style="list-style-type: none"> - During the 2016-17 academic year, the program served students at Carver High School. - Silver Linings implemented its evidence-based curriculum, Lions Quest “Skills for Growing,” our social and emotional program to support each student’s social development. - 100% of students assigned to in-school suspension received a healthy breakfast once a week.
<p>2016-2017 Program Highlights:</p> <ul style="list-style-type: none"> - The Silver Linings Program Coordinator assisted students that were assigned to the alternative learning center. 80% percent of the students did not return to the alternative learning center upon returning to the regular classroom. 	



Southside Rides

Mission: Southside Rides Foundation is a not-for-profit organization that believes that everyone deserves a second chance and that all citizens have the capacity to be a constructive, distinguished, and conscientious member of their community.

The educational automotive program aims to promote employment through practical instruction, offer personal guidance to inspire strong character, and encourage a spirit of fellowship for individuals of all lifestyles while maintaining a standard of excellence in the automotive field and enriching the community.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 10,000	\$ -	\$ 10,000

Activities:	FY 2016-17 Annual Outcomes:
Mentor at-risk youth	<ul style="list-style-type: none"> - 95% of participants were paired with mentors in the community - All participants received a stipend for training at Southside Rides to reduce the rate of recidivism by providing a legal and legitimate source of income. - Five of the participants enrolled at Forsyth Tech in the auto body Associates Degree Program.
<p>2016-2017 Program Highlights:</p> <ul style="list-style-type: none"> - Southside Rides had no participants recidivate back into the system. - Three of the participants pooled their resources to open a body shop. - Southside Rides' parents/guardians implemented a support group to discuss issues regarding the participants. 	



YWCA – Hawley House

Mission: Serving the Winston-Salem community for 108 years, the YWCA of Winston-Salem and Forsyth County is affiliated with the national YWCA whose mission is “Eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all.” Hawley House helps women with Substance Use Disorder turn their lives around in the only state-licensed residential program for women in Forsyth County.

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ -	\$ 13,500

Activities:	FY 2016-17 Annual Outcomes:
Hawley House, Project New Start program	<ul style="list-style-type: none"> - Instrumental in helping 12 women become employed, including four with the Pepsi Co. and three with K&W. - Provided supportive services and referrals to 225 women and their children – more than twice the anticipated goal of 110 women and their children (specifics described in quarterly reports). - Assisted 42 clients by sponsoring an expungement clinic at the Hawley House with the help of WFU Law Students, a local Attorney Travis Simpson and The Honorable Judge Denise Hartsfield. All Project New Start and Hawley House clients were invited, and the event was also open to the public. - Provided toys for multiple families at Christmas time.

2016-2017 Program Highlights:

- Assisted clients in obtaining basic needs to become employed or file for disability (i.e. an I.D., Social Security Card, medical records, resume, and clothing).
- Assisted clients by providing a schedule of transportation to various agencies to receive health care, medicine, ID's, counseling, and/or food stamps.
- Assisted clients with gaining access to emergency assistance.



ECONOMIC VITALITY AND DIVERSITY



Economic vitality and diversity requires a healthy local economy that serves all segments of the population and provides the monetary resources necessary to support the community. This includes sustaining a tax base sufficient to fund community services, providing members of the community with sufficient wages, and providing capital for community development.

Page	Agency	Fund Source	FY 14-15	FY 15-16	FY 16-17
40	Arts Council- Capital	GF	\$ 52,540	\$ 52,540	\$ 52,540
40	Arts Council- Operating	GF	\$ 209,810	\$ 217,363	\$ 217,363
41	Center for Creative Economy	GF	\$ -	\$ -	\$ 25,000
42	Kaleideum- Capital	GF	\$ 50,000	\$ 50,000	\$ 50,000
42	Kaleideum- Operating	GF	\$ 166,910	\$ 172,360	\$ 172,360
43	Liberty East Redevelopment, Inc.	HFF	\$ 31,150	\$ 31,150	\$ 31,150
44	North Carolina Black Repertory Company- National Black Theatre Festival	GF	\$ 78,690	\$ 85,000	\$ 85,000
45	North Carolina Housing Foundation- SECU Commons	CDBG	\$ -	\$ 200,000	\$ -
45	North Carolina Housing Foundation- The Commons Case Management	CDBG	\$ -	\$ -	\$ 13,350
46	Old Salem Museums and Gardens	OT	\$ 103,630	\$ 116,070	\$ 175,000
47	Piedmont Triad Film Commission	OT	\$ 27,500	\$ 30,800	\$ 32,310
48	RiverRun International Film Festival	GF	\$ 39,350	\$ 40,000	\$ 40,000
49	Sergei Foundation	GF	\$ -	\$ 5,000	\$ 5,000
50	Veterans Helping Veterans Heal	CDBG	\$ 12,450	\$ 12,450	\$ 14,250
51	Winston-Salem Urban League- Summer Youth Employment Program	HFF	\$ 100,000	\$ 125,000	\$ 175,000
	Total Economic Vitality & Diversity Funding		\$ 872,030	\$ 1,137,733	\$ 1,088,323

Arts Council

Mission: By efficiently and effectively raising and allocating funds, working to strengthen our broad array of arts resources and offerings, and promoting the arts, The Arts Council of Winston-Salem and Forsyth County is creating an environment in which the arts flourish and enrich the quality of life in Forsyth County.

Operating

FY 2014-15	FY 2015-16	FY 2016-17
\$ 209,810	\$ 217,363	\$ 217,363

Capital

FY 2014-15	FY 2015-16	FY 2016-17
\$ 52,540	\$ 52,540	\$ 52,540

Activities:	FY 16-17 Annual Outcomes:
Grant Programs (see table below for grant awards)	<ul style="list-style-type: none"> - Infused arts into our entire community through operational and project grants to 34 organizations and 18 individual artists and educators. - Awarded 89 grants, totaling nearly \$1.7 million in grant funding to organizations, businesses, and individuals to provide arts services in our community. - The Arts Council's grant programs reach more than 600,000 people annually. - A network of more than 4,000 individuals, 66 corporate donors, foundations and government donors raised \$2.65 million to support programming.
Arts Council's Facilities	<ul style="list-style-type: none"> - Facilities are utilized by more than 140,000 people annually. - Arts-In-Education initiative reached more than 43,000 children within public schools and an additional 21,000 through after-school activities. - Number of festivals, as well as arts, cultural and music events in downtown have tripled over the past five years.
Economic Development	<ul style="list-style-type: none"> - In 2015, a joint report by The Arts Council, Americans for the Arts, and Georgia Tech economists showed that the nonprofit arts and cultural sector in Forsyth County have an annual economic impact of \$156.8 million, generate 5,559 full-time equivalent jobs and \$14.8 million in local and state tax revenue.

2016-2017 Program Highlights:

The Arts Council's 2016-2017 Grants: 89 grants totaling nearly \$1.7 million

Organizational Support Grants – 14 totaling \$ 1,398,500

Sustaining integral arts institutions, and promoting artistic excellence, community impact & organizational efficacy

Annual Event and Series Grants – 10 totaling \$85,000

Expanding the reach and impact of the arts through new creative ventures and leading grassroots organizations

Wells Fargo Arts-in-Education – 18 totaling \$100,000

Providing over 40,000 student arts experiences through exposure to the arts and arts-integrated learning

Targeted Initiatives – 5 totaling \$37,000

Encouraging new creative endeavors, providing greater access to the arts for everyone in our community, and fostering innovative solutions to community needs through targeted initiatives in Creative Ventures, Arts in Unexpected Places, Early Learning and After-school Enrichment, and the Novant Health Arts & Healing Program.

Wells Fargo Community Enrichment Mini-Grants – 30 totaling \$15,000

Infusing the arts into all segments of our community, bringing people together, and providing greater access to the arts

Duke Energy Regional Artist Project Grants – 12 totaling \$25,000

Creating opportunity for our local individual artists and creative entrepreneurs at pivotal points in their careers



Center for Creative Economy

Mission: The Center for Creative Economy serves as an advocate for creative industries and entrepreneurs; those businesses and organizations that make or market products and services associated with innovation, aesthetics, design, or culture.

Our mission is to serve as a catalyst for innovation among creative industries promoting connectivity and job growth in North Carolina’s Piedmont Triad, with a particular focus on Winston-Salem where the Center is based at Flywheel, a co-working space in Wake Forest Innovation Quarter. There we have access to numerous creative innovators who are working together to grow the region and make it more competitive.

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ -	\$ 25,000

Activities:	FY 16-17 Annual Outcomes:
Creative Startups Accelerator	<ul style="list-style-type: none"> - In 2016, ten companies participated in an eight-week program, for a total of 20 entrepreneurs. - 60% of participants had a creative background. - 70% of founders were women and/or minorities. - Revenue increased from \$26,000 to \$496,000 pre-and post-accelerator. - Participants have attracted \$250,000 in seed stage funding post accelerator. - 14 jobs were created. - All participants reported increased access to mentors, investors, and growth in entrepreneurial confidence. - Had 50 applicants from 8 states and 5 countries. - Involved 30 mentors, guest faculty, and investors.

2016-2017 Program Highlights:

- In 2016, the Center for Creative Economy (CCE) based in Winston-Salem, NC partnered with Creative Startups in Albuquerque, NM, to launch and host the first expansion site of its successful Accelerator program for creative businesses in the Southeastern U.S.
- Nationally, there is a lack of resources for creative entrepreneurs to learn the business skills they need to launch and grow enterprises. This world-class eight-week program uses Stanford University curriculum customized for creatives. The course provides intense training in business model development, delighting and acquiring customers, branding and storytelling, partnerships, legal issues, financial tracking, and sources of capital. The inaugural launch of Creative Startups in Winston-Salem was a big success and met all of its goals for outreach, visibility and impact.
- The accelerator events were held in Wake Forest Innovation Quarter, at both Flywheel, and Biotech Place. Participants were introduced to places around Winston-Salem including Plant 64, MullenLowe, The Olio, Creative Community Lab, Salem College, and UNCOSA. They were also given a tour of the Arts and Innovation corridors of Winston-Salem.



Kaleideum

Mission: Inspire wonder, curiosity, and lifelong learning in our children and community through interactive play and discovery.

Operating

FY 2014-15	FY 2015-16	FY 2016-17
\$ 166,910	\$ 172,360	\$ 172,360

Capital

FY 2014-15	FY 2015-16	FY 2016-17
\$ 50,000	\$ 50,000	\$ 50,000

Activities:	FY 16-17 Annual Outcomes:
Exhibitions, Programs and Special Events, Workshops, Classes	<ul style="list-style-type: none"> - Annual visitors totaled 206,156 people, and 30,000 students on field trips. - Membership base of approximately 2,000 people. - Hosted four sensory-friendly nights (15-40 visitors) and three reduced price admission days (500-1000 visitors). - Reached unconventional and diverse audiences by hosting four "21 & Up" events, averaging 80 attendees. - Peppercorn Theatre increased the number of live theater based field trip programs from one to four. - Truck & Treat, the Museum's Halloween Festival, doubled its attendance and revenue compared to the previous year. - Families from underserved communities can continue to visit Kaleideum for free by checking out a pass from their local library. Scholarship support is available for children to attend day camps and overnight camp-in events. - Estimated economic impact of Kaleideum on our community is in excess of \$6.8 million annually, with \$750,000 in government revenue, and 213 full-time equivalent positions.
Capital	- Preparing for relocation to the heart of downtown.

2016-2017 Program Highlights:

- SciWorks and the Children's Museum of Winston-Salem merged effective July 1, 2016.
- In partnership with WS/FCS, CMWS offered the Countdown to Kindergarten program to register and prepare kindergarteners for the upcoming school year.
- The Camp-In program operated efficiently. Camp participation and revenues were above budget. The number of volunteers exceeded goal.
- Through donations we were able to build new connections with City/County agencies and independent companies. Kaleideum welcomed 30,000 students on field trips in the past year. Of those, 15,000 came from a Title I designated school. The Museum has provided outreach memberships to community partner organizations including all 11 libraries in Forsyth County with two memberships at each branch, Ronald McDonald House, Imprints Cares, ABC of NC, the Children's Home Society, El Buen Pastor, Habitat for Humanity, and Big Brothers Big Sisters.



Liberty East Redevelopment, Inc.

Mission: Liberty East Redevelopment, Inc. was organized to promote, aid and initiate the development of community and neighborhood growth and revitalization east of Liberty Street in Winston-Salem. We partner with the YMCA Summer Camp, Year-Round After School Program, Kids Café, and Second Harvest Food Bank. Also, we will continue to execute the Digital Connectors Program.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 31,150	\$ 31,150	\$ 31,150

Activities:	FY 16-17 Annual Outcomes:
After school program and summer camp	<ul style="list-style-type: none"> - Worked with 66 youth and teens in the LaDeara Crest Community. - Served 29 students ages 6 through 21 to learn technology skills in the Digital Connectors Program.
<p>2016-2017 Program Highlights:</p> <ul style="list-style-type: none"> - Liberty East Redevelopment, Inc. maintained a partnership with the YWCA for a year-round after school program and summer camp experience for 66 youth and teens in the LaDeara Crest Community. - The Kids Café and Second Harvest Food Bank provided a nutritional hot meal to participating youth on Monday, Tuesday, and Thursday of each week. - Help Our People Eat (HOPE) provided a free lunch to children and prepared vegetables to adults each Sunday. - Volunteers from Wake Forest University (WFU) and Winston-Salem State University (WSSU) assisted with program needs. - The Digital Connectors Program serviced youth in the area to develop and enhance 21st century knowledge and skills such as global awareness, civic engagement, technology literacy, critical thinking, and problem-solving. In addition, the program provided a certificate of completion for Cisco Technology essentials to each participant. 	

North Carolina Black Repertory Company—National Black Theatre Festival

Mission: To wow multicultural audiences through artistic presentations that invite participation, strengthen communities and keep black theatre alive.

Since 1989, the NCBRC has successfully produced the biennial event, the National Black Theatre Festival®. The mission of this event is to coordinate, promote and develop an entertainment event that also educates a diverse audience on the rich culture of the African Diaspora.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 78,690	\$ 85,000	\$ 85,000

Activities:	FY 16-17 Annual Outcomes:
National Black Theatre Festival (NBTF)	<ul style="list-style-type: none"> - Began preparations for the 2017 National Black Theatre Festival. - Selected 40 productions for the festival. - Several programs also cater to youth of all ages and engage them during the Youth Celebrity Project, TeenTastic (for youth ages 13-18), the National Youth Talent Show, and youth productions. - On average, the NBTF contracts with more than 100 skilled theatrical and technical experts for the week-long event. - More than 1,500 residents volunteer on average as ambassadors welcoming and guiding visitors around the city. - In 2015, the Festival generated 3,695 overnight hotels stays. - Since 1989, NBTF has contributed more than \$220 million to the Winston-Salem economy.
Season of Theatrical Productions	<ul style="list-style-type: none"> - Presented four theatrical productions in FY 2017, including main stage productions and community programs. - Included one main stage production at the Blumenthal Performing Arts Center in Charlotte, NC and one main stage production at the Appalachian festival in Boone, NC. - Continued the Teen Theatre Ensemble and presented interactive theatre at three local high schools.
<p>2016-2017 Program Highlights:</p> <ul style="list-style-type: none"> - Began preparations for the 2017 National Black Theatre Festival. - In non-Festival years, paid attendance accounts for 15.5% of operating budget. Every other year when the festival takes place, admissions account for over 40% of operating budget. 	



North Carolina Housing Foundation—SECU Commons

Mission: The mission of North Carolina Housing Foundation is the provision of safe, decent and affordable housing with the coordination of services for the low- and moderate-income citizens of North Carolina.

The mission of the SECU Commons is to provide housing and supportive services to homeless and at-risk families and individuals in Winston-Salem/Forsyth County.

Capital Funding (CDBG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ 200,000	\$ -

The Commons Case Management (CDBG)

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ -	\$ 13,350

Activities:	FY 16-17 Annual Outcomes:
The Commons Case Management	<ul style="list-style-type: none"> - Served 43 participants, including 33 residents and 10 students. The maximum occupancy at the SECU Commons is 61 program participants/residents. - Offered two community workforce development events monthly—employment fairs, interviewing skills from an HR professional, and community information sessions from other workforce development programs. <ul style="list-style-type: none"> - Increased the percentage of residents enrolled in workforce development programs who obtain employment to 85%. - Quarterly LINKS meetings for foster youth ages 17+ at The SECU Commons 6 bedroom house to provide pre-training and information regarding: leases, financial responsibilities in housing, landlord/ tenant relationships, healthy relationships, network, leveraging community resources and true independence. <ul style="list-style-type: none"> - Two youth aging out of care lived at the SECU Commons in 2016-17.
The SECU Commons Capital Funding	<ul style="list-style-type: none"> - Completed capital campaign for \$4.8 million that allowed for the purchase and development/rehab of the property beginning in 2012. - Completed renovations on property and began operations in July 2016. - The Commons will provide 38 units of permanent housing for youth aging out of foster care, young adults on the autism spectrum, and families with minor children. <ul style="list-style-type: none"> - Goal of 100% occupancy by July 2017.

2016-2017 Program Highlights:

- The SECU Commons has been successful in integrating the three populations to create a community atmosphere. On-site life skills training has increased with the development of new partnerships such as YMCA, 4H Cooperative Extension and the physicians of United Health Center.
- The SECU Commons held a soft grand opening for the autism spectrum community that was well attended.
- Secured a full restaurant license which will provide additional opportunities for revenue through the food program.
- The SECU Commons works closely with our partner referral agencies, the Community Intake Center (CIC), iCan, Vocational Rehabilitation, Department of Social Services. We conduct community presentations on a regular basis to inform potential clients and referral agency partners about The SECU Commons.



North Carolina Housing Foundation, Inc.

A non-profit development corporation providing affordable housing for North Carolina's citizens.

Old Salem Museums and Gardens

Mission: Old Salem Museums and Gardens presents an authentic view of the rich cultural history of early Southern life—with special emphasis on the Moravians in North Carolina—to diverse audiences through the preservation and interpretation of historic objects, buildings, and landscapes.

Old Salem is comprised of the Historic Town of Salem, the Museum of Early Southern Decorative Arts (MESDA), the Gardens of Old Salem, and Old Salem business enterprises, including Winkler Bakery. It is recognized as a National Historic Landmark and is accredited by the American Association of Museums.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 103,630	\$ 116,070	\$ 175,000

Activities:	FY 16-17 Annual Outcomes:
Growing Tourism and Economic Development	<ul style="list-style-type: none"> - 440,000 visitors annually, including 45,000 school children. - Estimated annual economic impact of approximately \$45 million. - Visitors to Old Salem generated an estimated 8,760 hotel room stays, and produced an estimated \$2.6 million in income for city businesses. - Old Salem annually generates \$3.34 million in tax revenues for the state and county and supports over 1,000 full-time equivalent jobs.
Education and Cultural Programming	<ul style="list-style-type: none"> - Community participated in hands-on activities, workshops, and classes. - Engaged the public through several free events, including: Naturalization Ceremony, Pottery Fair on the Square, Halloween Weekend Events, organ concerts, preservation lectures, garden workshops, Black History Month Showcase of Song, Sunday afternoons at the Doctor's House, and related Doctor's House activities (a free public Community Day at the Doctor's House in conjunction with its grand opening, a Medical Readers' Theater event, and guest lectures).
Historic Preservation	<ul style="list-style-type: none"> - Completed restoration of the Doctor's House and installed a new exhibition "The Moravian Way of Health and Healing." Opened to the public in April 2017. Old Salem will offer free admission to the Doctor's House on Sunday afternoons through 2018.
Supporting Collaborations, Diversity, and Accessibility	<ul style="list-style-type: none"> - Secured funding to make Doctor's House first floor accessible to physically challenged visitors. - Created Human Resources Department, hired a new human resources manager, began instituting more inclusive language in advertised positions and job descriptions, and implemented Indeed software for online applications. - Launched "Hidden Town" initiative, conducting intensive research throughout Summer 2017. Elon Cook, independent consultant, conducted staff training to introduce principles of interpreting slavery for the public.

2016-2017 Program Highlights:

- Hosted *Society of American Period Furniture Makers* annual conference in June and 21st Conference on *Restoring Southern Gardens & Landscapes* in October 2017.
- Added a new hospitality venue—a coffee and pastry shop above Winkler Bakery "Upstairs at Winkler"—in July 2017.
- Launched a Program Analysis Committee to adopt uniform budgeting procedures, create uniform procedures for financial accountability, increase flow of budget information to mid-level managers, and create a "culture of financial responsibility and accountability."



Piedmont Triad Film Commission

Mission: The Mission of the Piedmont Triad Film Commission is to create job opportunities, generate revenues, elevate regional visibility, and advocate economic development within Winston-Salem and the entire Piedmont Triad region.

This service is accomplished by recruiting, promoting, marketing, and facilitating the creation, production and filming of motion pictures, television programs, and visual commercial advertisements to and within the region.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 27,500	\$ 30,800	\$ 32,310

Activities:	FY 16-17 Annual Outcomes:
Business Recruitment of Film, TV, Commercials and Photography Business	<ul style="list-style-type: none"> - Recruited three major projects to Winston-Salem. - Recruited 32 commercials, TV episodes, and still photography businesses. - Responded to 307 leads for film related projects. - Hosted 10 scouting trips of the area, of visiting production companies on tours of areas to be considered for projects. - Worked in conjunction with the NC Film Office by responding to 104 business leads with crew and site information. - Updated local databases with crew information and potential locations.
Economic Development	<ul style="list-style-type: none"> - Estimated economic impact on the community is \$26 million annually. - Businesses in Winston-Salem thrive when productions come to town. Recruitment benefits a wide variety of existing businesses like hotels, restaurants, dry cleaners, office rental supply companies, rental car companies, florists, tourist sites, hardware supply stores, etc. - There are 276 crew members (of all ethnicities, genders, and sexual orientations) who work freelance on film productions that live in Forsyth County. These crew members are listed in our online crew database and we actively market them to recruit business and jobs for them. - Provide resources for production-related permits and legislation, and provide networking opportunities for local crew and businesses.

2016-2017 Program Highlights:

- Continuing to assist two TV series filming in the region, My Big Fat Fabulous Life and Toymakerz, which both have hired Winston-Salem crew and rented sites in Winston-Salem.
- Hosted a scout of the area for several projects including a major feature film company.
- Recruited and assisted around 23 commercial & TV projects and expecting the number at the end of the year being around a total of 45 or more, including "Painting the Town with Eric," "America Vs. Cars." and a Goodwrench commercial with Dale Earnhardt.



RiverRun International Film Festival

Mission: The RiverRun International Film Festival (RRIFF) is a non-profit cultural organization dedicated to the role of cinema as a conduit of powerful ideas and diverse viewpoints. Our mission is to foster a greater appreciation of cinema and a deeper understanding of the many people, cultures and perspectives of our world through regular interaction with great films and filmmakers.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 39,350	\$ 40,000	\$ 40,000

Activities:	FY 16-17 Annual Outcomes:
Annual RiverRun International Film Festival	<ul style="list-style-type: none"> - Showcased 151 films from 49 different countries. - Festival attendance increased in 2017 to 16,800 attendees. - Received 1,700 film submissions for the festival. - Expanded offerings of free and low-cost screenings to reach groups who otherwise don't attend the festival. <ul style="list-style-type: none"> - Over 2,700 attendees at 17 free and low-cost screenings. - Increased attendance for film programs at sensory friendly screenings—for those on the autism spectrum, and the visually and hearing impaired. - Continued increases in audience diversity. <ul style="list-style-type: none"> - 13% of attendees were multi-racial, African American, Hispanic/Latino, or Asian. - Of the FY 17 corporate sponsors, 96% were returning donors.

2016-2017 Program Highlights:

- All funding from the City of Winston-Salem goes toward non-salary operating costs associated with presenting the annual festival.
- In 2017, we screened several LGBT films, as well as showcased more female filmmakers than ever before, along with a strong cross-section of films representing the Black, Hispanic, and Latino communities.
- During the annual Festival and throughout the year, we partner with fellow community organizations. In 2017, we collaborated with Bookmarks, Imprints Cares Industries for the Blind, OUT at the Movies, Hispanic League, Family Services, and iCan House, among others. These relationships with our community partners help provide diverse and low-to-no-cost screenings for under-served populations, drawing all members of the community together in appreciation of great films and filmmakers.
- Each year, in partnership with PBS/ITVS, RiverRun offers free family friendly screenings in Bailey Park creating a “living room” type atmosphere where our fellow residents and Festival guests enjoy a film in the Innovation Quarter.
- Additionally, our new partnership with RED Cinemas in Greensboro has introduced RiverRun to this new neighboring audience.



The Sergei Foundation—Triad Dog Games

Mission: Saving companion pets' lives by providing veterinary financial assistance to families unable to afford emergency, life-saving care.

In addition, The Sergei Foundation provides services to help people who may not qualify for financial assistance to find veterinarians who may provide lower-cost treatment options that they may be better able to afford or other funding sources.

FY 2014-15	FY 2015-16	FY 2016-17
\$ -	\$ 5,000	\$ 5,000

Activities:	FY 16-17 Annual Outcomes:
The Triad Dog Games	<ul style="list-style-type: none"> - Raised funds through the Triad Dog Games fundraising event to support low-income veterinary subsidy programs. - Record number of applications processed and individuals served through Sergei Foundation programs. <ul style="list-style-type: none"> - Received 259 applications for current programs, of which 35% received funding and 95% were assisted with information or resources. - Served 90 low-income individuals and their pets with financial assistance. - Assisted 269 households with information and resources as well as financial assistance. - Organized 62 volunteers to implement the Triad Dog Games. - Drew attendance of 2,000 people to the Triad Dog Games. - Increased attendance from outside Forsyth County at the fundraising event, from 34% to 38% of total attendance.

2016-2017 Program Highlights:

- Partnered with Entercom and Lamar advertising partners for \$47,000 in sponsored advertising for the 2017 event.
- Obtained a value of \$12,000 in publicity from television media.
- Increased percentage of attendees from outside of Forsyth County.
- Record number of applications processed as awareness of programs continue to increase.
- Board approved 2017-2020 strategic plan.



Veterans Helping Veterans Heal (VHVH)

Mission: The mission of Veterans Helping Veterans Heal (VHVH) is to see homeless veterans shift from being net-consumers of community services to net-contributors of community resources by providing veterans safe and secure housing, professional case management services on site, and a new supportive community.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 12,450	\$ 12,450	\$ 14,250

Activities:	FY 16-17 Annual Outcomes:
Veterans Helping Veterans Heal (VHVH)	<ul style="list-style-type: none"> -93% of veterans received life skills training within three months of entering the program. -71% of participants increased their skill levels or income and established a savings account. -62% of veterans moved to permanent housing upon exit from the program. -75% of veterans who remained at VHVH for more than 90 days and moved to permanent housing remained there for six months or longer. -Within 12 months, 100% of veterans who have disabilities worked with a disabilities advocate from the VA Regional Office. -Within three months, 100% of veterans with a history of substance abuse were actively engaged in work toward sobriety and/or emotional stability.

2016-2017 Program Highlights:

- Veterans Helping Veterans Heal is a nonprofit entity owned and managed by the NC Housing Foundation. It is a 24-bed transitional housing program in Winston-Salem serving formerly homeless male veterans coping with substance abuse and/or mental illness issues.
- Received an excellent annual review from the Veterans Administration (VA). They are extremely pleased with the progress of this maturing program and consider it one of the best in the region.
- VHVH continues to sure up critical employment partnerships, workforce development training, and positive discharges.



Winston-Salem Urban League—Summer Youth Employment Program

Mission: The Winston-Salem Urban League (WSUL) is a non-profit organization focused on helping residents secure economic self-reliance by meeting the demands of today’s job market through training and education.

WSUL provides a continuum of targeted employment services that include a computer lab open to the general public, with more than 10,000 visits annually; a comprehensive training and paid work experience program for more than 300 low-income seniors annually; a youth employment program that places nearly 170 low-income high school students in summer jobs; and a job fair with more than 50 major local employers, attended by nearly 500 job seekers.

FY 2014-15	FY 2015-16	FY 2016-17
\$ 100,000	\$ 125,000	\$ 175,000

Activities:	FY 16-17 Annual Outcomes:
Recruitment of Interns and Employers	- Marketed program via the Winston-Salem Urban League Website, faith based institutions, civic and government agencies, community based and nonprofit organizations, as well as social media sites.
Pre-Employment Training	- 98% of teens developed resumes and left the program ready to apply and interview for a job.
Summer Internship	- Staff placed each teen with an employer host site who is able to provide the teen with career experience. - 150 low-income students ages 15-19 enrolled in summer internships. - 97% of teens had a meaningful career experience with an employer host site. - Staff and consultants provided training and support to deter and prevent teens from engaging in criminal behavior. - 96% of teens refrained from interacting with the criminal justice system. - Staff and consultants provided training and support to assist teens and support them in making appropriate education and career choices. - 98% of teens matriculated through high school or entered the workforce.

2016-2017 Program Highlights:

- WSUL has developed partnerships with private and public sectors including the WS/FC Schools, Chamber of Commerce, Downtown Partnership, Winston-Salem State University (WSSU) and WSSU Society of Human Resource Managers (SHRM) Chapter, Wake Forest University, High Point University, Forsyth Technical Community College, NC Institute of Minority Economic Development, NC Workforce Development, and North Carolina Department of Commerce Division of Workforce Solutions.
- Additionally, WSUL has organized the Urban League Business Consortium which is a network of approximately 80 corporate and nonprofit executives who represent the major employers in the area. These professionals provide technical assistance and resources to assist the Urban League in designing employment and training programs from the perspective of employers and conducting training seminars for program participants.

