

A. Organization & Contact Information

Case Id: 10624
Name: IFB Solutions (formerly Winston-Salem)
Address: *No Address Assigned

Completed by trussell@ifbsolutions.org on 11/22/2019 10:48 AM

A. Organization & Contact Information

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

A.1. Organization Name

IFB Solutions (trade name of Winston-Salem Industries for the Blind)

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

David Horton, President and CEO

A.2. Project/Program

Job creation for people who are blind or visually impaired

A.13. Email

dhorton@ifbsolutions.org

A.3. FY 2020-21 Funding Request Amount

\$75,000.00

A.14. Phone

(336) 245-5606

A.4. Agency's Total Operating Budget

\$202,073,067.00

CONTACT

A.15. Name, Title

Tatiana Russell, Grants and Development Coordinator

A.5. Mailing Address

7730 North Point Drive Winston-Salem, NC 27106

A.16. Email

trussell@ifbsolutions.org

A.6. Project/Program Location Address

7730 North Point Drive Winston-Salem, NC 27106

A.17. Phone

(336) 354-9742

A.7. Organization Website

www.ifbsolutions.org

BOARD CHAIR

A.18. Name

Mark Doughton

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

1936

A.19. Term Expiration

10/30/2020

A.9. Organization Fiscal Year

FY2020

A.20. Email

mdodd@ifbsolutions.org

A.10. Federal Tax ID Number

56-6001467

A.21. Phone

(336) 354-5606

A.11. Federal DUNS Number

043714906

B. Project Overview

Completed by trussell@ifbsolutions.org on 11/22/2019 3:20 PM

Case Id: 10624

Name: IFB Solutions (formerly Winston-Salem)

Address: *No Address Assigned

B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

IFB Solutions is requesting funds from the City of Winston-Salem to launch its new textile manufacturing projects, which will create 50 meaningful and challenging jobs for people who are blind and sighted in our community. The bulk of individuals who are blind are low and moderate income. By helping them gain meaningful employment opportunities, providing training and upward mobility, we help them transition from low income to low-to-moderate and moderate income brackets. By providing access to a wide range of services offered at IFB Solutions, we support the development of their independence and economic self-sufficiency. We humbly request \$75,000 for partial coverage of equipment through the CDBG opportunity (please see the detailed budget with the list of equipment attached to "Required Documents".)

The U.S. Combat Capability Development Command Soldier Center (CCDC SC) plans to award contracts to a clothing design/cut/sew supplier to produce 180 experimental cold weather clothing systems this winter (2019-2020) for a field user evaluation. If IFB Solutions receives these contracts, we must be ready for large scale production in 2021. We are confident enough that we will receive these contracts because of our decade of experience in working on design and manufacturing development contracts for the U.S. military. Six out of the past eight projects we have completed have moved from design development all the way to the full distribution to the U.S. Military.

There are two different textile manufacturing projects we will launch when we receive the contracts: Mesh Lightweight Cold Weather Underwear Set (Project #1) and a Softshell Jacket (Project #2.) Two of these projects require different sets of textile manufacturing equipment, which we will need to purchase. Projected quantity for each contract is 20,000 sets annually, which will create an ongoing opportunity to maintain the new 50 jobs created.

Through Project #1` multi-year contract, we will be supplying the Marine Corps with high tech clothing and creating at least 23 new jobs for people who are blind as well as sighted in Winston-Salem. By manufacturing softshell jackets (Project #2,) IFB Solutions will create at least 27 jobs for individuals who are blind or sighted in our community.

The project objectives are the following:

- win at least one, but preferably two of the U.S. Combat Capability Development Command Soldier Center contracts;
- position IFB for manufacturing within the contracts by summer 2020;
- purchase all necessary textile manufacturing equipment and supplies;
- create at least 23 jobs with project #1 and 27 jobs with project #2.

The projected revenue with the project #1 is \$3,744,000 and \$5,400,000 with the project #2. This fiscal year 2020, IFB Solutions has lost some contracts in its optical department, which means a large portion of our revenue is lost and, along with it, a substantial part of a high margin business. It is extremely important for IFB Solutions to invest in its textile manufacturing business now to be able to continue employing people who are blind or visually impaired in this

community and beyond.

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

People with visual impairments regularly contact IFB Solutions inquiring about employment opportunities. They hear about programs, jobs and benefits we provide from various sources, such as word of mouth (internally known as the "blind vine,") Division of Services for the Blind, other groups for people with disabilities, resource centers or job fairs. Over 30% of our current workforce who are blind have never had a job before.

IFB Solutions has a waiting list of those seeking employment and if additional workplaces are not created, individuals who could be hired might lose their only opportunity for meaningful employment.

Some individuals who are blind or visually impaired seeking employment with us are not native to Winston-Salem and the Triad area. We help them with relocation expenses and necessary information and resources for them to move to Winston-Salem with their families smoothly. When hired, many are now provided with transportation to and from their workplace. Many of our direct labor employees who are blind or visually impaired reside in the 27106 zip code and surrounding area, including apartments in the vicinity of our plant location, which makes it convenient for them to reach us.

Once connected to us, they have access to all opportunities IFB offers, such as support groups, clubs and social activities, scholarships, transportation, health clinic and cafeteria, all subsidized by IFB.

Once new hires start participating in our job training programs, they earn the dignity of a job and can start contributing to their neighborhoods and communities as tax payers, as consumers, and as supporters of their families, while also achieving opportunities for professional development and upward mobility.

B.3. How many participants on average will be served at any one time? What is the maximum number that can be served at any one time? What is the unduplicated total number of participants to be served during the program year?

With the help of these new textile manufacturing projects, at least 50 people will become employed or become candidates for an upward mobility opportunity. As a result, a workplace in another department will open as a result of some individuals transitioning. We are very excited about these multi-year contract opportunities with the U.S. Combat Capability Development Command Solider Center, which will allow us to employ our local citizens.

NEED (7 POINTS)

B.4. Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.

Today, IFB Solutions is the largest employer of people who are blind in the nation. We are also one of the largest manufacturing facilities in Winston-Salem, where we employ over 500 people, of which over 320 are blind.

Many employees who are blind have transitioned from low income individuals who depend on government assistance to taxpaying citizens with a meaningful wage and now are able to support their families. They are paid market-rate wages and salaries and are offered attractive benefits packages. Upward mobility opportunities and in-depth management training programs are available to employees who show interest and aptitude.

As a result, employees develop skills that enable them to find meaningful employment - whether they remain at IFB or find jobs at other organizations across the city and beyond.

The leading causes of blindness are age-related, and it is estimated that by 2030, people over 65 will comprise nearly a third of all residents - an increase of nearly 100% from the situation today. (Source: N.C. Center for Policy Research.) Diabetic Retinopathy causes 12,000 to 24,000 new cases of blindness each year, making diabetes the leading cause of new cases of blindness in adults 20-74 years of age (American Diabetes Association.) An estimated 4.1 million Americans are affected by diabetic retinopathy. Of these, nearly 900,000 are affected by retinopathy that is vision threatening. Early diagnosis of diabetic retinopathy and timely treatment significantly reduce the risk of vision loss; however, as many as 50% of diabetic patients are not getting their eyes examined or are diagnosed too late for treatment to be effective ("Improving the Nation's Vision Health: A Coordinated Public Health Approach," Center for Disease Control and Prevention.)

Glaucoma is the leading cause of blindness among African Americans, and it is estimated that 2.2 million Americans age 40 and older are affected by open-angle Glaucoma ("Improving the Nation's Vision Health: A Coordinated Public Health.")

Age-related Macular Degeneration (AMD) is the leading cause of legal blindness for people over 50 in the Western world. About 25-30 million are affected worldwide, and this figure is projected to triple in 25 years (AMD Alliance International.)

Cataracts are the leading cause of blindness in the world and vision loss in the United States. An estimated 20.5 million Americans of ages 40 and older (17.2%) have a cataract in one or both eyes and 6.1 million (5.1 %) have had cataract surgery, and it is estimated that 30.1 million Americans will have cataracts by 2020 ("Improving the Nation's Vision Health: A Coordinated Public Health Approach," Center for Disease Control and Prevention.)

Each business day, more than 2,000 U.S. workers experience job-related injuries, with 10 to 20 percent of them disabling because of temporary or permanent vision loss (Prevent Blindness America.)

Our target population is individuals who are legally blind as we are trying to bridge the gap for employment opportunities for those individuals. Anyone who is visually impaired and is willing to work will be assessed for the basic set of skills and capabilities required for a certain position. It is possible that the position will become an upward mobility opportunity within IFB.

B.5. Describe the unmet need that the proposed project/program seeks to address. Why does the population described above need the proposed assistance? Include data supporting the need.

The City of Winston Salem in support of IFB Solutions' petition for writ of certiorari in United States of America; PDS consultants, Inc. wrote an AMICUS brief that stated "IFB is a shining example of a nonprofit committed to addressing the nation's woeful unemployment rate for blind and visually impaired citizens. Through meaningful work, IFB encourages blind and visually impaired employees to develop personal independence. For more than eighty years, IFB has provided fulfilling jobs for the City's blind and visually impaired residents. These jobs provide competitive pay and benefits, upward mobility, and access to an on-site health facility."

Similarly, one of the largest advocacy organizations for people who are blind in the United States, the American Counsel for the Blind (ACB) cites the following: "Blind and visually impaired persons must over-come significant hurdles to find and retain steady employment. They encounter, among other obstacles, negative employer attitudes, transportation and mobility barriers, and inadequate accommodations. For these reasons, the percentage of blind and visually impaired persons in the workforce is barely half that of the general population and the unemployment rate is more than twice as high."

This project will create employment opportunities for the Triad's citizens facing vision loss. Approximately 30% of our employees who are blind had never had a job before coming to work at IFB Solutions. Because of limited job opportunities nationally, 54% of the 98 people who are blind hired by IFB in 2019 relocated to Winston-Salem to have an opportunity for employment.

COLLABORATION (6 POINTS)

B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

IFB Solutions participates in the most collaborative public-private partnership ever conceived by the U.S. Congress. The AbilityOne program offers individuals who are blind or severely disabled an opportunity to work through the manufacturing and sales of goods and provision of services to the Federal government. The Federal government buys goods and services required for mission critical objectives from not-for-profit agencies that have a mission of creating job opportunities for Americans who are blind or disabled. Through this public-private partnership, the Federal government generates over 45,000 jobs for people with disabilities, while receiving over \$2 billion of goods and services needed to operate government programs. No "hand outs," just a "hand up" to better jobs and careers for people who are blind.

The U.S. AbilityOne Commission is a Federal agency that provides AbilityOne program oversight. We collaborate with the National Industries for the Blind, the umbrella not-for-profit agency, which allocates AbilityOne contract work and provides leadership training for people who are blind. We partner closely with local small businesses.

We also thrive on our local transportation partnerships with the City of Winston-Salem, thus ensuring we have an accessible bus route right outside of our building so that people who are blind can get to work.

Our multiple services to the local community are possible thanks to multiple partners, such as Forsyth County Schools, Division of Services for the Blind, Wake Forest University, Winston-Salem State University, and even multiple arts organizations and initiatives, and local theaters to name just a few.

C. Strategy and Performance

Completed by trussell@ifbsolutions.org on 11/22/2019 3:24 PM

Case Id: 10624

Name: IFB Solutions (formerly Winston-Salem

Address: *No Address Assigned

C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

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

Economic Vitality and Diversity

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

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

PERFORMANCE (15 POINTS)

C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if original goals provided in C.5. are not achieved.

IFB Solutions' Government contracts require strict adherence to the quality, cost, and delivery. Our extensive experience with new programs allows us to anticipate, with a high level of confidence, the requirements to meet the contract. We know the material cost as well as the required steps and time to make the product, which allow us to project our labor cost and delivery schedule. Once manufacturing begins, we monitor the production output throughout the day. We review our performance to standard on a daily basis. If at any time our goals are not on track, we take steps to immediately address any deficiency. These steps include adding hours of production to the work schedule (including overtime,) adding more resources such as additional staffing if needed, and addressing supplier issues such as delivery of raw material or quality.

The project under review will be considered successful, if IFB Solutions accomplishes the following SMART (specific, measurable, achievable, realistic, time bound) objectives:

- win at least one, but preferably two of the U.S. Combat Capability Development Command Soldier Center contracts;

	- identify the list of accommodations based on hired blind workforce.			
Sales Revenue is \$9,144,000	Adhere to the agreed upon production schedule.	N/A	At least 1 preferably 2 contracts are won.	Demonstrate positive return to working capital

C.6. FY 18-19 Program Accomplishments

IFB Solutions is a Better Business Bureau (BBB) accredited business, is ISO9001 certified, and has twice been recognized by AARP as one of best employers for people over 50. National Industries for the Blind has recognized IFB Solutions for blind employment achievements multiple times.

In 2017, IFB Solutions was honored to receive our second BBB Torch Award for Ethics, which demonstrates a high level of personal character and ensures that the organization’s practices meet the highest standards of ethics and consequently generate trust. National Industries for the Blind has recognized IFB for blind employment achievements multiple times. IFB Solutions has won the following awards: Gold Safety Award and One Million Employee Hours Worked Without a Lost Time Injury Award.

In 2018, the President and CEO of IFB Solutions received an award as one of the most admired CEOs in the Triad from Triad Business Journal.

C.7. FY 20-21 Key Objectives

IFB Solutions has the following objectives for FY 20-21:

- sustain sales revenue above \$200 M;
- reduce expenses through eliminating inefficiencies to improve margin (cut \$1 M of unnecessary expenses;)
- re-evaluate programs for children and adults, events and Community Low Vision Center as a line of business;
- maintain optical revenue at \$7 M and diversity optical portfolio mix;
- improve on-boarding and retention practices through restating job expectations and hiring standards.

D. Organizational Capacity

Completed by trussell@ifbsolutions.org on 11/22/2019 3:45 PM

Case Id: 10624

Name: IFB Solutions (formerly Winston-Salem

Address: *No Address Assigned

D. Organizational Capacity

Please provide the following information

MISSION (5 POINTS)

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

IFB Solutions (trade name of Winston-Salem Industries for the Blind) began operating in 1936 with a small workshop launched by a Winston-Salem Lions Club. The workshop began with six blind people in a two-room building, and production was limited to making mattresses, caning chairs, and assembling loop belts. Currently, IFB Solutions is the largest employer of individuals who are blind in the nation by blind hours worked with 500 employees with visual disabilities. At least 75% of our direct labor workforce is individuals who are blind or visually impaired. They produce thousands of products for government and commercial markets in our manufacturing facilities in Winston-Salem and Asheville, NC, and Little Rock, AR.

Our mission is "to provide opportunities for persons who are blind or visually impaired in need of training, employment and services. We believe that all persons who are blind or visually impaired have the right to succeed in every area of life." Our vision statement is "To be America's leader in building life-changing opportunities for people who are blind."

We offer not only employment and training opportunities for individuals who are blind, but also a wide range of services to local communities, where we operate our plants.

Our Community Low Vision Centers (CLVC) in Winston-Salem, Asheville, NC and Little Rock, AR have been able to reach thousands of individuals with low vision or blindness of all ages and change their lives by ensuring training and by providing assistive technologies necessary to maximize their remaining vision. The Focus on Literacy (FOL) program meets the needs of school-age children for whom assistive technology is only available in the classroom setting – now these students with visual disabilities are able to study independently utilizing assistive technologies we provide.

IFB Solutions Programs focus on developing independence in children or adults with vision loss. We provide computer and internet literacy training (on site and remotely), and support recreational clubs and gatherings, arts and crafts classes, and sports offerings to our employees and the wider community. Our Tracy's Little Red Schoolhouse (TLRS) in Winston-Salem opened its doors to the community in May 2012. The center is a one-stop location for all individuals who are blind or visually impaired. The Schoolhouse is also home for all Student Enrichment Experience (SEE) activities, including our SEE After School program and SEE Summer Camps. Our SEE Adventure Camp hosts teens who are blind for four days and three nights at Nantahala Outdoor Center. Our SEE Camp Abilities H2O is a national recreation-sports based camp for children who are blind or visually impaired on the shores of Lake Norman, NC.

Through a variety of programs and services, IFB Solutions serves thousands of individuals who are blind directly and indirectly every year. The majority of our services are covered through philanthropic dollars with operational support by margins from various lines of our business, optical manufacturing predominantly.

Printed By: Hope Ann Walsch on 1/27/2020

FUNCTION (5 POINTS)**D.2. How long has your organization been in operation?**

83 years

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

There are hundreds of individuals who are blind and a few thousand of those who are visually impaired in greater Winston-Salem area. IFB Solutions has become a one-stop location for individuals with all levels of sight. We offer a range of vision services from an optical dispensary of affordable and stylish eyewear for individuals with regular sight to employment opportunities, orientation and mobility training, basic life skills training, recreation and socialization opportunities for those who have low vision or are completely blind.

We also organize a variety of community oriented events and programs that are aimed at raising awareness about issues related to blindness or low vision. Examples of such events are Sensitivity to Blindness training for the sighted or the audio description of life performances for theatres whose patrons are visually impaired.

Our employees who are blind supply the local community with mattresses, eyeglasses, low vision tools and aids, and a variety of other products. Employment at IFB offers the dignity of a job, competitive wages above the minimum wage levels, and opportunities for personal and professional growth.

STRUCTURE (5 POINTS)**D.4. In the chart below, list key personnel involved in the proposed project/program.**

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Process Engineer	Determine production flow and equipment lay out	10	0.00 %
Product Development	Determine product specifications and define process methods	30	0.00 %
Training Department	Application of process methods and train employees	30	0.00 %
Plant Manager	Manage the overall progress of the plan	10	0.00 %
Production Supervisor	Manage the overall progress of the plan	40	0.00 %
Cell Leader	Provide training (sewing methods) during the training period and support to the supervisor	40	0.00 %
Direct Labor Operators	Execute the manufacturing and process steps to complete the different tasks required to manufacture the product	40	0.00 %
Quality Control Inspector	Check that customer requirements are met (product specifications)	40	0.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
David Horton	President and CEO	\$430,686.00	0.00 %
Daniel Kelly	Chief Operating Officer	\$284,686.00	0.00 %
Silas Martin	VP of Base Supply Centers	\$201,194.00	0.00 %

David Hampton	VP of Human Resources	\$199,726.00	0.00 %
Kenneth Edwards	VP of Consolidated Logisti	\$181,728.00	0.00 %
Robert Burgess	Chief Financial Officer	\$146,617.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

ORG STRUCTURE 11-18-19.pdf

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

Describe the hiring process and how it is structured to provide the most diverse candidate pool.

All applicants are encouraged to apply online, by mail or in person by filling out in a job application describing their work history. An HR representative meets with a potential candidate to answer general questions, and a potential supervisor interviews the person. A drug test and criminal control procedures are conducted if the prospect is a likely hire. IFB Solutions does not discriminate based on any demographic principles.

Please enter the total number of Full-Time Positions and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	5	12	5	26	11	4
Professionals	11	4	4	8	3	2
Technicians		1		1		1
Office/Clerical	17	18	4	24	29	6
Laborers/Service Workers	96	144	59	95	108	89

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers	10	1	6	7	12	1

D.8.

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

As of October 1.pdf

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

4

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

1

ABILITY (5 POINTS)

D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."

Below is the project timeline starting from the date the contracts have been awarded.

Day 1 - 60 : Order and receive equipment (please see the budget with the list of equipment attached to "Required Documents");

Order and receive materials;

Day 60-120: Start training operators;

Day 120 - 150: Factory acceptance test (FAT) submission and approval;

Day 150: Full scale production.

D.12. How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?

IFB's internal policies and procedures follow all mandated guidelines of department of Labor for ensuring equal access to benefits of the employment opportunities created for our employees. All individuals who are legally blind and are seeking employment are potential candidates for the position provided they meet basic position requirements.

E. Cost Effectiveness

Case Id: 10624

Name: IFB Solutions (formerly Winston-Salem)

Address: *No Address Assigned

Completed by trussell@ifbsolutions.org on 11/22/2019 4:02 PM

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$192,082,231.00	\$192,082,231.00	\$0.00
Fundraising	\$760,010.00	\$760,010.00	\$0.00
Management and General	\$9,230,826.00	\$9,230,826.00	\$0.00
	\$202,073,067.00	\$202,073,067.00	\$0.00

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$30,874,229.00	\$30,874,229.00	\$0.00
Employee Benefits	\$12,917,778.00	\$12,917,778.00	\$0.00
Facility Rent and Utilities	\$1,334,385.00	\$1,334,385.00	\$0.00
Training and Conference Registration	\$0.00	\$0.00	\$0.00
Membership and Dues	\$5,293,774.00	\$5,293,774.00	\$0.00
Travel and Transportation	\$1,033,671.00	\$1,033,671.00	\$0.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$150,619,230.00	\$150,619,230.00	\$0.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	\$202,073,067.00	\$202,073,067.00	\$0.00

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$34,573.00	\$34,573.00	\$75,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$200,582,066.00	\$200,582,066.00	\$0.00
Memberships	\$0.00	\$0.00	\$0.00
Donations	\$1,100,000.00	\$1,100,000.00	\$0.00

Printed By: Hope Ann Walsch on 1/27/2020

1 of 4

Foundation Grants	\$400,000.00	\$400,000.00	\$0.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
	\$202,116,639.00	\$202,116,639.00	\$75,000.00

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

Other operating expenses includes cost of goods manufactured, banking fees, depreciation, office supplies, shipping costs and other. As for program revenue sources, most of our sales are to the government.

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

Year	Funding Source	Funding Amount
2019	CDBG	\$5,000.00
2017	CDBG	\$50,000.00
2015	CDBG	\$75,000.00
2014	CDBG	\$75,000.00
2012	CDBG	\$74,300.00

E.3. Please complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Equipment for new textile manufacturing projects	\$75,000.00	\$128,285.00	NIB grants and IFB Solutions Operations
	\$75,000.00	\$128,285.00	

E.4. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

IFB Solutions applied and received CDBG assistance for our staples machinery, optical expansion, and mattress business lines in the past. We were able to improve processes for employees working on those projects and create and maintain employment by meeting contractual obligations.

This fiscal year 2020, IFB Solutions has lost some contracts in its optical department, which means a large portion of our revenue is lost and, along with it, a substantial part of a high margin business. This initiative is one of our attempts to maintain and now grow employment for people who are blind who have been effected by optical contracts fluctuations.

Within the scope of this project, through the capital purchase of all needed equipment, we will be able to launch two new textile manufacturing product lines and create meaningful employment opportunities for at least 50 individuals including those who are blind or visually impaired in our community.

If the funding request is not funded at the full amount, we would have to use IFB's operational revenue, which would

take away from funding other programs and services that we provide to the community. Our strategic plan and risk assessment addresses this situation.

SUSTAINABILITY (7 POINTS)

E.5. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

Once implemented, this will become a self-sustaining project through the sales of goods to the U.S. Department of Defense. IFB Solutions has always said that for us “sales equals employment.” We leverage the purchasing power of the U.S. Government to create jobs for Americans who are blind. We are a qualified not-for-profit entity that produces products and services through the 81-year-old AbilityOne Program that was created in 1938 by the U.S. Congress. Products and services are added to the AbilityOne Program through a regulatory and statutory process. Once products are in the AbilityOne program for DoD customers, the U.S. government is required to continue purchasing those items on contracts from the authorized source of supply. As long as IFB Solutions is able to produce within the government’s requirements on-time, at first quality, and at a fair market price, we can be assured of maintaining a contract that creates long-term sustainable employment for people who are blind. For more information about the AbilityOne Program please visit www.abilityone.gov.

BARRIERS (3 POINTS)

E.6. Describe any potential barriers to the project implementation and how you plan to overcome them.

The U.S. Combat Capability Development Command Soldier Center is undertaking a user evaluation of both described projects from January through March of 2020. We are currently making sample garments for soldiers to use in training and evaluation exercises. We are confident that one or both of these projects will pass this user evaluation process however may require additional garment development if soldiers have feedback that might require us to redesign any portion of the garment. We are fully prepared to do so if required.

Our experience in working on design and manufacturing development contracts for the U.S. military is extensive. Six out of the past eight projects we have completed have moved from design development all the way to the full distribution to the U.S. Military. Projects include the Advanced Combat Shirt that now employs more than 90 people, the MOLLE 4,000 (backpack) that now employs more than 60 people, the Fuel Handler’s Coverall that now employs more than 30 people, and the Extreme Weather Outer Layer garment that now employs more than 20 people.

Our Technical services and engineering team will work closely with the government to ensure project success. Our business development team will work closely with our regulatory agency to ensure we capture the project and complete all necessary administrative filings on time. Our operations management team will make sure we set-up production timely, train individuals for the jobs, and deliver products on time to the customer.

AVERAGE COST (5 POINTS)

E.7. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	\$75,000
Number proposed to be served for the year:	50
Average City funds per beneficiary:	\$1,500
Proposed funds from all sources:	\$203,285
Number proposed to be served for the year:	50
Average total funds per beneficiary:	\$4,065.7

F. Required Documents

Completed by trussell@ifbsolutions.org on 11/22/2019 4:06 PM

Case Id: 10624

Name: IFB Solutions (formerly Winston-Salem

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation



Code of Conduct/Conflict of Interest Policy *Required

HR-015 Code of Business Ethics.doc



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

WSIFB FY2018 Form 990 Public Disclosure.pdf



Organization By-Laws *Required

By-Laws.pdf



Articles of Incorporation *Required

Articles of Incorporation.pdf



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

Accounting procedures.zip

HR-015 Code of Business Ethics.doc



IRS 501(c)3 Designation Letter *Required

501c3formIFB.pdf

Audited financial statements or a third-party review *Required

2018 WS Industries for the Blind ISSUED FS 9-30-18.pdf

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

***Required**

NC Secretary of State - Status.docx

Other

Budget.xlsx

G. Community Development Only

Completed by trussell@ifbsolutions.org on 11/22/2019 4:06 PM

Case Id: 10624

Name: IFB Solutions (formerly Winston-Salem)

Address: *No Address Assigned

G. Community Development Only

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

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

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

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

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

Procedures for screening, eligibility determination, intake, assessment and orientation of participants are described in our Sourcing and Onboarding HR tools. All individuals who are legally blind are considered potential applicants.

3. Explain how services will assist participants in reaching objectives of the proposed project/program. Describe the policies or procedures for follow-up after participants leave the proposed project/program.

The participant's objective is to win a job at IFB Solutions, successfully onboard into the organization's policies and procedures using our Onboarding tool, complete and fulfill all job specific duties. If a new employee decides to leave IFB Solutions, an exit interview will be conducted by HR and all applicable policies will be followed.

The audit for FY19 is not ready, but should be completed by the end of December 2019. We will be happy to provide it for your review upon completion.

H. Construction/Rehab Only

Completed by trussell@ifbsolutions.org on 11/22/2019 4:06 PM

Case Id: 10624

Name: IFB Solutions (formerly Winston-Salem)

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project. **

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

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

2. Provide a projected timeline for the proposed work.

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

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

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

6. Describe the property management plan.

7. List the development team members.

8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.

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

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

Documentation

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

**No files uploaded

Printed By: Hope Ann Walsch on 1/27/2020

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

***No files uploaded*

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

***No files uploaded*

Operating Budget

***No files uploaded*

Form 990

***No files uploaded*

I. Emergency Shelter Only

Completed by trussell@ifbsolutions.org on 11/22/2019 4:06 PM

Case Id: 10624

Name: IFB Solutions (formerly Winston-Salem)

Address: *No Address Assigned

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by trussell@ifbsolutions.org on 11/22/2019 4:06 PM

Case Id: 10624

Name: IFB Solutions (formerly Winston-Salem)

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

Rapid Rehousing Services

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

HMIS/Data Collection Budget

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

Submit

Completed by trussell@ifbsolutions.org on 11/22/2019 4:06 PM

Case Id: 10624

Name: IFB Solutions (formerly Winston-Salem

Address: *No Address Assigned

Submit

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

***Not signed*