

A. Organization & Contact Information

Completed by shadowe.magaraci@eistr.org on 11/20/2019 10:33 AM

Case Id: 10642
Name: ESR - CDBG 20-21 - 2020/21
Address: *No Address Assigned

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

Experiment In Self-Reliance Inc

A.2. Project/Program

CDBG

A.3. FY 2020-21 Funding Request Amount

\$110,000.00

A.4. Agency's Total Operating Budget

\$2,110,680.00

A.5. Mailing Address

PO Box 135 Winston-Salem, NC 27102

A.6. Project/Program Location Address

3480 Dominion St. Winston-Salem, NC 27105

A.7. Organization Website

www.eistr.org

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

1964

A.9. Organization Fiscal Year

July 1 - June 30

A.10. Federal Tax ID Number

56-6060100

A.11. Federal DUNS Number

060602961420296142

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Twana Roebuck, Executive Director

A.13. Email

twana.roebuck@eistr.org

A.14. Phone

(336) 714-9237

CONTACT

A.15. Name, Title

Twana Roebuck, Executive Director

A.16. Email

twana.roebuck@eistr.org

A.17. Phone

(336) 714-9237

BOARD CHAIR

A.18. Name

Rebecca Bender

A.19. Term Expiration

02/28/2021

A.20. Email

rjhrunner@yahoo.com

A.21. Phone

(336) 978-4134

B. Project Overview

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Case Id: 10642

Name: ESR - CDBG 20-21 - 2020/21

Address: *No Address Assigned

B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

This program provides case management to homeless and formerly homeless clients served in ESR's Housing Services program. Our goal is to provide case management and supportive services to 150 (minimum) homeless/formerly homeless households, locate housing placements, and provide connections to mainstream services as appropriate.

The requested funding provides portions of salaries, fringe and administrative support for program case management staff.

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

Participants in our Housing Services Program are referred to ESR through the Community Intake Center. After enrollment, participants work with a case manager to overcome barriers to successful housing, and every effort is made to place them in permanent housing. Possible services include client assistance (rent, food, etc.), personal counseling, financial counseling, connections to community resources for employment assistance and education, and more.

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?

ESR's overall housing plan suggests that we will serve 150 homeless households per year. At any one time, an estimated average of 120 clients will be part of the active caseload (37 CDBG and 83 CoC) in ESR's Housing Program. The maximum caseload capacity at any one time would be approximately 130 households (40 CDBG; 90 CoC). Approximately 40% of our total caseload per year will exit into permanent housing, making room in the program for new participants.

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.

Our Housing Services program provides case management services to families and individuals who meet the HUD homelessness criteria. The targeted population consists of homeless residents who meet HEARTH Act criteria (95%), and homeless residents living in shelters or on the streets.

The population is 75% female- and 25% male-headed households. All (100%) of those actually served by the program are below the federal poverty level. Seventy-five percent (75%) of those served are between 20 and 41 years of age. Currently, about 50% of our target population has suffered job loss that precipitated their homeless circumstance.

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.

ESR's Housing Services seeks to address the lack of access to stable, affordable housing for low wealth households. The lack of actual housing that is accessible by low income families is a large problem facing our community. In addition to this lack, many members of this population face barriers that they may not be able to overcome without assistance. For example, many of our homeless clients are often less educated than average, with fewer marketable skills. This lack of skills makes finding and keeping employment that pays a living wage difficult for most and impossible for some. This translates to an inability to meet financial obligations, including rent, and ultimately to homelessness. ESR's programs address this need by aiding clients in improving their ability to access stable housing if they choose, and by assisting them in locating and obtaining housing through collaboration with other housing service providers and providers of essential services.

City-Data.Com (<http://www.city-data.com/poverty/poverty-Winston-Salem-North-Carolina.html>) provides an interesting look at poverty in our community.

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?

ESR is part of the local CoC. Every phase of our service provision is created to take advantage of the areas of service in which our partners excel, and to provide equally appropriate and cost-effective services to clients of our partner agencies as necessary. We collaborate with a range of organizations that help meet the needs of our clients, including the Community Intake Center, Forsyth County Housing, The Salvation Army, area shelters and private landlords for immediate (emergency) and permanent housing, greeNest for furnishings, Goodwill for low cost education and employment assistance, and the faith community and Crisis Control for immediate emergency food needs. The Downtown Health Plaza helps provide health services for our clients.

Of these, only the Community Intake Center and our funding sources have direct impact on performance measures. The other collaborations are crucial referral partners for services our clients may require to remain stable that ESR does not provide, however, so do impact the success and stability of our clients. We take availability of services into consideration when planning and reviewing performance of the program, and when updating our agency's Strategic Plan.

C. Strategy and Performance

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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):

Livable Neighborhoods

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

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

PERFORMANCE (15 POINTS)

C.3. 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.

Monthly, quarterly, and annual reporting allows ESR to monitor trends in program performance, and determine the causes if goals are not achieved. If necessary, program processes can be altered to support goal attainment: additional activities can be created to meet program needs, or activities that are no longer serving the goals can be eliminated. If appropriate, goals can be adjusted to align with funder expectations and the needs of the homeless community.

C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

HMIS/MCAH provides robust tracking and monitoring tools at the client level. From these, Housing staff creates monthly, quarterly, and annual reports at the agency level for the management team, the Board of Directors, and funders.

C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.

- Include at least three goals and performance measures.

- One of the performance measures must include the unduplicated number of participants served.

Stated Program Goals	Program Activities in Support of Goals	FY 18-19 Previous Year Results	FY 19-20 Current Year Projected Results	FY 20-21 Next Year Anticipated Results
House 30 homeless households in ESR managed facilities.	Case managers provide housing placement and supportive services to help clients become stable.	We housed 19 households in ESR managed facilities at Burton St.	We expect to house 30 households in 19-20	We expect to house 30 households in 20-21
80% of CDBG client households will exit into sustainable housing.	Case managers provide housing placement and supportive services to help clients become stable.	We enrolled 28 CDBG households.	We anticipate that 20 of 28 households will exit to stable housing.	80% of CDBG client households will exit into stable housing in 1920-21.
Provide educational & limited financial supports to 30 households to improve housing sustainability.	Case managers connect clients with educational opportunities to increase their ability to sustain their housing placements. Financial supports (rent, food, transportation, etc). can be provided to increase stability.	We provided educational support to 30 households, and financial support to 24 households to increase housing sustainability.	We expect to provide educational and limited financial supports to 32 households in 19-20.	Provide educational & limited financial supports to 30 households to improve housing sustainability.

C.6. FY 18-19 Program Accomplishments

We have made new contacts in the private housing sector to increase the inventory of low-to-moderate-income housing opportunities for our housing participants. Clients in our Housing program exit the program already in or going into a permanent housing situation.

The Housing Program continues to evolve according to changes within HUD/HEARTH Act. Also as a collaborative partner with our current COC/CIC partnerships with Winston-Salem/Forsyth County we are a part of the community’s local homeless crisis response system as a coordinated system of homeless assistance options. We continue to strive to strengthen our local system by considering changes to our goals to permanent housing placement. CIC operations, increased training opportunities for all CIC providers, improved HMIS accessibility, acting on diversion opportunities (voucher programs and other diverse temporary financial assistance options) for the community have all been successful activities in which we have participated.

C.7. FY 20-21 Key Objectives

Our primary objective is to meet or exceed our Housing Services Program service level of 175 households (30 CDBG), and to assist at least 80% of those households in obtaining permanent housing. We will continue to improve ESR's ability to meet emergency housing needs such as burnouts and emergency evictions. We will strive to sustain our program effectiveness outcomes to better than 50%; to continue to stress supportive services, to monitor our housing services expenditures closely to ensure efficient use of funds; and to continue to assist in meeting new challenges related to the homeless population in Winston-Salem.

All of our Housing case managers are now able to work with clients who receive permanent supportive housing supports, which expands the number of clients we can house in our facilities from including only the clients at Burton Street, to clients in Burton Street, Fifth Street and Fifth Street II shelters. This increases our goal for this year.

However, because the Fifth and Fifth II shelters are permanent supportive housing, there will be very little movement in the course of a year. Therefore, while the total number of clients housed in our facilities will remain roughly the same, the number of unduplicated clients may decrease because only Burton Street will show significant movement.

D. Organizational Capacity

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Name: ESR - CDBG 20-21 - 2020/21

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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?

Mission: Empower social and economic self-reliance for the working low income and homeless

ESR's programs address the needs of low-income residents of Winston-Salem/Forsyth County in a variety of life circumstances. Our Self-Sufficiency Program promotes asset building and education as tools to improve the lives of low-income residents of Winston-Salem, and lift them above the Federal Poverty Guidelines. The Self-Sufficiency program assists clients in completing their educational goals so that they can obtain higher paying employment that offers healthcare and other benefits. New activities this year are aimed at increasing parental interaction with their children and the school system to help improve children's grades and foster examples of self-reliance to fight generational poverty.

ESR's Housing Program, which serves the City's homeless population, reduces the numbers of individuals and families living on the streets, in shelters, and other unsafe and substandard living situations. The Housing Program is a major part of Winston-Salem's Continuum of Care for homeless residents. Our Housing Services program works with the Coordinated Intake Center to help provide housing and supportive services to Winston's vulnerable citizens, including the chronically homeless. ESR's role is to help homeless residents find affordable housing, find better employment, and move toward eventual economic independence.

Our IDA (Individual Development Account) Program helps low-income residents gain financial literacy skills on their way to becoming first time homeowners or small business entrepreneurs, or working toward post-secondary education goals. IDA clients take a deeper interest in their community as well as increasing the tax base.

The Forsyth Free Tax (VITA/EITC) program provides residents with free tax preparation services at several VITA sites during the tax season and offers assistance with tax issues and tax preparation (including prior year and amended tax return preparation) during the rest of the year. Participants save on tax preparation fees and are encouraged to use their refunds responsibly.

FUNCTION (5 POINTS)

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

ESR was chartered in 1964, and has served the low income community of Winston-Salem/Forsyth County for 55 years.

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

As a part of the City's coalition for housing stabilization both for homeless and non-homeless residents, ESR serves the City in economic development and growth. The City's support of the IDA program has helped us bring back the small

business component of the program, wherein new entrepreneurs develop a business plan in concert with Forsyth Tech and the Innovation Quarter, and complete a 10-month economic literacy class, which gives them the potential for a better long-term outcome. These new small businesses increase the City's wealth, both monetarily and culturally, through the diversity they express.

ESR's program graduates become long-term taxpaying residents who are no longer dependent on welfare assistance, and become active participants in the City's local economy. This also has an impact on the crime level associated with homeless populations. Our programs help low income and homeless participants increase their education levels, employment, income and housing stability. This can have a positive impact on crime rates and tax revenues. Improvements in education, higher employment rates, and basic job skills benefit the City in economic development with a better-educated and more invested workforce.

ESR has operated the Housing program for more than twenty years. It has been highly successful in assisting working homeless residents of Winston-Salem/Forsyth County in finding standard, affordable housing, and helping them maintain their housing placements through education and supportive services. As needs and trends shift within the community, ESR's Housing program has changed to meet the need. We traditionally rise to meet the challenges of changing needs in the community, often taking lead roles in innovative programs at the request of the City.

Through the years, the City and ESR have worked together to improve the lives of thousands of Winston-Salem/Forsyth County residents. ESR has traditionally stepped up as the City develops or requests new concepts for programs as a partner or to pilot projects, and we are grateful for the City's continued support. We believe this is a very productive partnership, and look forward to continued support from the City.

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
Permanent Housing Case Manager x 2	Meetings with clients, reporting and tracking	36	50.00 %
Housing Services Manager	Supervision of Housing staff, reporting, networking with housing service providers	36	50.00 %
Orientation Specialist	Intake services for new Housing clients	36	25.00 %
Reception/Resource & Referral	First contact, information for new Housing clients and potentials	40	25.00 %

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
Twana Roebuck	Executive Director	\$93,571.00	0.00 %
Debra Perkins	Senior Finance Director	\$76,026.00	0.00 %
Fred Bazemore	Director of Agency Operations	\$55,667.00	0.00 %
Victoria von Dohlen	Development and Agency Relations Manager	\$43,444.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

ESR 10-2019 Org Chart - No Names.docx

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

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

Experiment in Self-Reliance is an Equal Opportunity Employer. It has an established Equal Employment Policy that states it is the policy of ESR that no person shall be denied a job opportunity on the grounds of age, disability, national origin, pregnancy, race/color, religion, or sex. When a job vacancy becomes available the position is posted internally for two days. If there are no interested parties internally, the position is posted for two (2) weeks to allow external applications to be submitted. The posting is publicized to major employment components such as the Workforce Solutions of NC, as well as the Spanish League, Human Relations Commission, United Way and Qué Pasa Newspaper, The Chronicle, and the Winston-Salem Journal. Additionally, we post job openings to our website and social media, and web-driven employment sites such as Monster or Indeed.

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		1		2	1	
Professionals	1	3		2	11	1
Technicians						
Office/Clerical					2	
Laborers/Service Workers						

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					2	
Technicians		1				
Office/Clerical					1	
Laborers/Service Workers					1	

D.8.

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

Board Roster 10-19 (OEO Format).docx

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

9

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

9

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."

ESR's Housing program has been functioning successfully for more than twenty years. Funding from the city for this project provides continued support of ESR's work with Winston-Salem's homeless population. This program is part of ESR's core programming that helps provide lower wealth residents of Winston-Salem with services and opportunities to empower them to remove themselves from the cycle of poverty.

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?

Our Policies & Procedures Manual states that: "It is the policy of the Experiment In Self-Reliance, Inc. (ESR) that no person shall, on the grounds of race, color, national origin, or gender, be excluded from participation in, be denied the whole or in part with funds made available under the Community Services Block Grant. Any prohibition against discrimination on the basis of age under the Age Discrimination Act of 1975 or with respect to an otherwise qualified handicapped individual as provided in Section 504 of the Rehabilitation Act of 1973 shall also apply to any such program or activity." Our policies also state that "ESR does not discriminate in housing on the basis of race, color, religion, sex, national origin, familial status, or disability. Further, ESR allows reasonable modifications to accommodate persons with disabilities if such do not already exist. ESR does not exclude from housing based solely on the existence of a criminal history of arrest or conviction; however, ESR reserves the right to make housing decisions that best protect its property and other residents therein." These policies inform all of our marketing and outreach, and all activities where inclusion is a consideration. Our appeals policy is also based in fair and equal treatment and access to redress for grievances.

ESR 's Housing program receives participants through the Community Intake Center, which provides screening, prioritizes needs, and assigns participants to programs based on participant need and agency/program suitability.

E. Cost Effectiveness

Case Id: 10642

Name: ESR - CDBG 20-21 - 2020/21

Address: *No Address Assigned

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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	\$1,427,659.00	\$1,395,426.00	\$1,685,529.00
Fundraising	\$3,500.00	\$24,533.00	\$25,824.00
Management and General	\$399,327.00	\$399,327.00	\$399,327.00
	\$1,830,486.00	\$1,819,286.00	\$2,110,680.00

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$1,076,788.00	\$1,076,788.00	\$1,229,864.00
Employee Benefits	\$324,017.00	\$324,017.00	\$363,715.00
Facility Rent and Utilities	\$133,038.00	\$133,038.00	\$189,507.00
Training and Conference Registration	\$6,532.00	\$4,778.00	\$5,425.00
Membership and Dues	\$3,760.00	\$2,006.00	\$2,655.00
Travel and Transportation	\$16,530.00	\$14,778.00	\$15,432.00
Grants to Individuals and Organizations	\$113,218.00	\$107,218.00	\$117,863.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$39,569.00	\$39,569.00	\$42,959.00
Other Operating Expenditures	\$117,034.00	\$117,094.00	\$143,260.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	\$1,830,486.00	\$1,819,286.00	\$2,110,680.00

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$426,168.00	\$426,168.00	\$780,160.00
Forsyth County	\$93,500.00	\$97,695.00	\$134,889.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$720,352.00	\$720,352.00	\$720,352.00
Admissions/Program Revenues/Sales	\$35,000.00	\$35,000.00	\$35,000.00
Memberships	\$0.00	\$0.00	\$0.00

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Donations	\$40,000.00	\$40,000.00	\$40,000.00
Foundation Grants	\$200,000.00	\$200,000.00	\$175,000.00
Interest and Investment Income	\$1,000.00	\$800.00	\$800.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$314,466.00	\$299,271.00	\$224,479.00
	\$1,830,486.00	\$1,819,286.00	\$2,110,680.00

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

"Other Operating Expenditures" include communications, insurance, supplies, equipment, and fundraising expenses. "Other Revenues" come from United Way and Fundraising Events. Federal government sources are Community Services Block Grant (CSBG) and Federal Emergency Management Agency (FEMA).

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	\$89,250.00
2018	CDBG	\$89,250.00
2017	CDBG	\$89,250.00
2016	CDBG	\$89,250.00
2015	CDBG	\$91,150.00

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
Case Management	\$48,701.00	\$32,467.00	CoC/HUD
Housing Svcs Mgr	\$29,975.00	\$29,975.00	United Way
Orientation Specialist	\$10,520.00	\$31,362.00	CSBG
Reception/Referral	\$8,570.00	\$26,571.00	CSBG
Administrative Support	\$12,234.00	\$6,025.00	Forsyth County
	\$110,000.00	\$126,400.00	

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.

We are requesting an increase over what we received last year. Additional funds are needed to offset increases in costs of providing services, and to cover costs for two additional staff ESR was requested to take on. The Salvation Army changed its focus, leaving a substantial number of homeless residents without services unless ESR stepped up. CoC funding that ESR receives can only be used for personnel, leaving us to struggle to pay other expenses such as space costs, supplies, and other program needs. CDBG funding is vital in helping us meet those expenses.

As ESR's Housing case managers implement suggested additional interactions with clients, including home visits and direct assistance/transportation for clients who are undergoing the search and application process for permanent housing, costs associated with this program will increase.

Additionally, ESR has been supportive of CoC funding reallocations in order to implement HEARTH Act requirements. Therefore, additional CDBG funds are requested to sustain case management services for the homeless population served by ESR (including those at imminent risk of homelessness that do not meet stricter guidelines).

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.

There is an ongoing struggle to continue to provide quality, state-of-the-art services despite the diminishing resources in the community and around the nation. The situation has affected us, but we strive to prevent it from affecting our clients—who already struggle economically—any more than necessary. With that stated, we would hope that the value add we bring to the table to aid in delivering much needed services to the residents in Winston-Salem would support a decision to continue providing much needed funding to ESR.

ESR is completing our Strategic Plan for 2017-2020. One of the critical objectives we are including in our plan is to examine new ways to raise more money through our redesigned development function within the agency. We are developing an annual giving campaign with new donors that have come on board as a result of our capital campaign, and investigating the possibility of creating a social entrepreneur or revenue generating component to our organization. Developing additional funding sources is planned for the upcoming Strategic Plan which will go into development in 2020.

We are aware that CDBG, CoC and related funding will need supplemental dollars to operate programs successfully. As a result, we have used local funds to leverage client assistance funds from the City of Winston-Salem, Forsyth County, etc. However, these leveraged fund sources, such as the City of Winston-Salem, Forsyth County, and CSBG are being cut significantly each year so that ESR needs as much funding from other sources as possible. We are aware that this funding is restricted to certain uses, but we would like for the City to consider every possible source of administrative and/or operational expense funding to assist ESR in providing high quality services to our community. Significant cuts in CDBG may cause dramatic effects on homeless services provision in the future.

BARRIERS (3 POINTS)

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

This program is already fully operational. Barriers to its successful operation primarily include difficulty in replacing dwindling funding in operational and direct client assistance categories. We are seeking new funding streams through new friendships created through our capital campaign to help replace this funding. We are also participating in fundraising initiatives, using social media more extensively, and hosting fundraising events to develop unrestricted funding streams.

We hope the City will begin returning to previous funding levels, and it will not become necessary to further reduce available services to our clients or reduce the case management staff, as services and staff to provide them are critical to the program and their loss presents additional challenges to the homeless in our community.

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:	110,000
Number proposed to be served for the year:	30

Average City funds per beneficiary:	3,666.67
Proposed funds from all sources:	236,400
Number proposed to be served for the year:	30
Average total funds per beneficiary:	7,880

F. Required Documents

Case Id: 10642

Name: ESR - CDBG 20-21 - 2020/21

Address: *No Address Assigned

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F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

ESR CoI Policy.pdf

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

ESR Form 990 6-30-18.pdf

Organization By-Laws *Required

ESR bylaws 6-20-13.pdf

Articles of Incorporation *Required

ESR articles of incorporation.pdf

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

ESR Anti-Discrimination Policy.pdf

ESR Policies Manual 2019.docx

ESRHRManualFinal.docx

ESR business and operations manual revised MAR 2017.docx

IRS 501(c)3 Designation Letter *Required

ESR 501c3 letter 5-4-16.pdf

Audited financial statements or a third-party review *Required

ESR Audit 6-30-18.pdf

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

***Required**

ESR Active Status (SAM 10-29-19).pdf

Other

FY 21 ESR Cont. Funding Review.docx

G. Community Development Only

Completed by shadowe.magaraci@eistr.org on 11/20/2019 9:45 AM

Case Id: 10642

Name: ESR - CDBG 20-21 - 2020/21

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	23
31% to 50% of median	7
51% to 80% of median	0
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

Upon referral, all clients are provided with an Orientation to the full array of ESR's services. If clients are interested in pursuing services, they participate in the Intake process, which is an information gathering process. Data is collected to build a case history and to allow an Assessment of the applicant's current situation. Once presented to the Housing team, the staffing process ensures that each potential client meets eligibility criteria. We want to make sure that ESR is the best entity in the community to meet the client's needs. We also want to ensure that the client is willing to follow case management objectives and work toward goals necessary for obtaining independent living skills.

Clients work with their caseworkers to complete the Success Plan, which sets both short-term and long-term housing goals, and which lists the necessary steps to reach each goal. The Success Plan is structured to be achievable within the two-year program. Participants exit the program upon achieving their Success Plan goals, or at the maximum time limit. Our Success Plan is customized for each individual or family, it includes a holistic approach, and we will attempt to draw upon every available community resource to supplement ESR funding to assist residents in becoming self-reliant.

As the Community Coordinated Intake Center's process develops our system of needs assessment and intake may be adjusted to more smoothly integrate with that project. We expect most clients to access our services via that portal though some with emergency needs may still arrive via walk-in.

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.

ESR's Housing Case Managers assist clients in reaching the objectives through a variety of services designed to help them create a support network so that they are able to overcome barriers without resorting to emergency assistance or public assistance (TANF, etc.). These activities include financial literacy training, job search assistance to improve employment, housing search for immediate relief of homelessness, and if appropriate, financial assistance for

deposits for rent and utilities to get the client into a stable housing situation. Once immediate barriers to homelessness have been addressed, financial literacy along with employment and wage progression activities help clients achieve their goals.

Once a participant achieves his or her goals or reaches the time limit of the program, we will follow up with the client for three months provided the client leaves accurate contact information. The goal of the follow-up will be to determine if the client is maintaining their support networks and services that allow them to be successful in overcoming the causes of their initial homelessness. During the follow-up, contact is maintained through telephone calls, person-to-person interviews and client surveys. ESR Housing Case Managers make every attempt to maintain contact, however this is ultimately in the client's control. We also invite our program graduates back to various functions to speak, and encourage them to educate our Board and friends, our staff, and their peers on the impact ESR programs have had on their lives.

H. Construction/Rehab Only

Completed by shadowe.magaraci@eistr.org on 11/18/2019 5:38 PM

Case Id: 10642

Name: ESR - CDBG 20-21 - 2020/21

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
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Documentation

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

**No files uploaded

Printed By: Hope Ann Walsch on 1/24/2020

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 shadowe.magaraci@eistr.org on 11/18/2019 5:38 PM

Case Id: 10642

Name: ESR - CDBG 20-21 - 2020/21

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 shadowe.magaraci@eistr.org on 11/18/2019 5:38 PM

Case Id: 10642

Name: ESR - CDBG 20-21 - 2020/21

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

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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.

Twana Roebuck

Electronically signed by shadowe.magaraci@eistr.org on 11/21/2019 5:59 PM