

## A. Organization & Contact Information

Completed by davisc@wssu.edu on 11/21/2019 6:46 PM

**Case Id:** 10744

**Name:** S.G. Atkins CDC Economic Development in East

**Address:** \*No Address Assigned

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### A. Organization & Contact Information

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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**

S.G. Atkins Community Development Corporation

**A.2. Project/Program**

Economic Development in East Winston

**A.3. FY 2020-21 Funding Request Amount**

\$65,000.00

**A.4. Agency's Total Operating Budget**

\$530,900.00

**A.5. Mailing Address**

1922 S. Martin Luther King Jr. Drive Winston-Salem, NC  
27107

**A.6. Project/Program Location Address**

1922 S. Martin Luther King Jr. Drive Winston-Salem, NC  
27107

**A.7. Organization Website**

www.sgacdc.org

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

1998

**A.9. Organization Fiscal Year**

2020

**A.10. Federal Tax ID Number**

**A.11. Federal DUNS Number**

**EXECUTIVE DIRECTOR/MANAGER**

**A.12. Name, Title**

Carol Davis

**A.13. Email**

davisc@wssu.edu

**A.14. Phone**

(336) 734-6915

**CONTACT**

**A.15. Name, Title**

Carol Davis, Executive Director

**A.16. Email**

davisc@wssu.edu

**A.17. Phone**

(336) 734-6915

**BOARD CHAIR**

**A.18. Name**

John Davenport

**A.19. Term Expiration**

11/01/2020

**A.20. Email**

jdavenport@davenportworld.com

**A.21. Phone**

(336) 744-1636



## B. Project Overview

Completed by davisc@wssu.edu on 11/21/2019 4:09 PM

**Case Id:** 10744

**Name:** S.G. Atkins CDC Economic Development in East

**Address:** \*No Address Assigned

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### B. Project Overview

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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?**

City funds will be used to pay two staff members. (1) One is our full-time Commercial Kitchen Manager (\$50,000). She has 20+ years of food business management experience and while at the Atkins CDC has obtained a health department permit for our kitchen which is now the only permitted shared-use kitchen in Forsyth County. She maintains a 100% kitchen grade from the Forsyth County kitchen inspectors. Our kitchen manager has interviewed many local chefs, caterers, food truck owners and food product creators who need a permitted kitchen to legitimize their businesses and maintains a lengthy waiting list. There are 4 chefs and 4 bakers using the kitchen now plus one other food product entrepreneur. She is a full-time program developer who has established our culinary incubator program, and makes sure that the kitchen is maintained in compliance with Forsyth County Health Department regulations. State law requires that each business that uses the kitchen must have insurance, food safety certification and a health department permit. She leads the entrepreneurs through permitting, certification and provides help with menus, product pricing, and marketing. Through relationships with food suppliers, she is also able to help food entrepreneurs purchase supplies at lower prices. Her duties include kitchen management, scheduling kitchen usage, and matching food entrepreneurs to business opportunities to market and showcase their skills and products, with "pop-up restaurant" opportunities and events in The Enterprise Event Center. She is a mentor who has experience with human resources management, budget management, marketing, entrepreneurship, finance and culinary/food business skills.

(2) The other staff member to be paid with these funds is our Community Garden Manager (\$50,000). He has a Ph.D. in Biology and is an educator who is a hands-on farmer. He has created a plan to double the number of neighborhood gardeners from 30 to 60, and is actively recruiting families with children from the neighborhood, boy scouts, and summer camps. He has formed partnerships with five Winston-Salem State University (WSSU) faculty members who are adding the garden and it's impact on the neighborhood into their curriculum and community engagement activities. One WSSU student recently won a plastic recycling contest that awarded a \$30,000 donation of equipment to the garden. Our garden manager is working to greatly expand the number of people who benefit educationally and nutritionally from this neighborhood source of fresh produce. He started a Saturday farmers market that sells produce for \$1 per pound and raised over \$600 this summer selling to neighborhood residents. He has also made and sold garden beds for garden revenue and has written grants for equipment and supplies. He also implemented a monthly garden cooking demonstration with local chefs including Chef Don McMillan. Our garden manager added an herb garden, a North Carolina native wildflower area, some waist-high beds to accommodate elderly or wheelchair gardeners and plans to add fruit trees and other wonderful neighborhood resources.

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

The Enterprise Center has an application and orientation process for food entrepreneurs using the commercial kitchen and for community gardeners. Community members are reached through word-of-mouth, our website, traditional media, social media, signage and our newsletter. Our manager also hosts and attends community events and

distributes marketing materials. The application process for food entrepreneurs includes an interview and a review of a business plan to identify what their business needs and to make sure their expectations align with what our resources can provide.

For over five years people in the community asked us to open a food incubator. Volunteers led the garden start up, but opening the kitchen required many hours of planning and over \$275,000 investment in construction and equipment. Now we are able to provide the community with the services they have asked for - garden access and expertise for education, nutritional information, food preparation, business coaching and SUCCESS.

There was pent up demand for the opportunity to participate in the garden and to use the commercial kitchen facility. Combining the fresh produce and the kitchen with the opportunity to create events at The Enterprise Center is a one-stop, farm to table experience that is unique to our neighborhood. This food resource provides a benefit to community members and is attracting the attention of people city-wide.

Current participants in the garden include three neighborhood churches, a non profit that works with special-needs kids, a graduate of the Forsyth County Urban Agriculture Program, WSSU, neighborhood residents and the local AKA sorority chapter. Those who participate pay \$30 for the year to have a garden bed. We provide special soil, seeds, water, garden equipment, social network and now the expertise of a professional educator, farmer, garden manager. When vegetables are harvested, these participants provide some for the farmers market, keeps some for themselves and all of them share with neighbors, their church food pantries, and whoever asks. Sharing the harvest and the story about how it was grown benefits everyone.

Current participants in the commercial kitchen are 4 chefs who have started their own catering businesses. Each has been assisted with the permit application process and each is growing their business. They receive advice about their menus and pricing, they get help with marketing and have access to a fully equipped commercial kitchen. Staples such as sugar, flour, rice, salt and pepper are available. Participants also benefit from the ability to buy food supplies at wholesale prices. There are 4 bakers in the kitchen and one food entrepreneur who is marketing their specialty product to local grocery stores. Some of these entrepreneurs are employing others and will become restaurant owners, boost internet and grocery sales, become prosperous and create a strong cycle of investment in this community.

**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?**

The commercial kitchen is serving four chefs now and has more getting prepared although kitchen scheduling and storage needs determine how many permitted chefs the Forsyth County health inspectors will allow to participate at any one time. The community garden currently has 60 gardeners, but there is potential to reach more. Annually the garden volunteers consistently grow and distribute 1,000 pounds of vegetables. This number can be increased with the additional equipment and more growers.

**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.**

All Atkins CDC programs are in the East and Southeast Wards of Winston-Salem where the population is mostly low-income African-American and Latino families. According to [www.FFIEC.gov](http://www.FFIEC.gov) website, the median family income in Winston-Salem is \$56,000, the median family income in the Census Tracts adjoining the Martin Luther King Jr. Drive and Waughtown Street corridors is \$15,500. The people who participate in our garden and kitchen incubator are

African-American and Latino adults; and based on our experience are people who live within a four-mile radius of The Enterprise Center. The area surrounding our location is a federally designated food desert. In a food desert people with “low access to food stores such as supermarkets may mean that households rely on nearby retailers like convenience stores or fast-food restaurants that do not offer a variety of healthful foods,” as defined by the United States Department of Agriculture (USDA). People living in food deserts have higher rates of poverty, obesity, high blood pressure, diabetes, heart disease and stroke. The Forsyth County Health Department data confirm that the Atkins CDC service area residents do suffer from the highest incidence of poverty, obesity, high blood pressure, diabetes, heart disease and stroke.

2017 FFIEC Census Report - Summary Census Demographic Information

MSA/MD: 49180- WINSTON-SALEM, NC

State: 37 - NORTH CAROLINA (NC)

Records 1 through 100 of 150

Data Report Links

Demographic (PDF ) Income (PDF ) Population (PDF ) Housing (PDF )

Winston-Salem Median Family Income 2017 \$56,800

Estimated Target Area Median Family Income 2015 \$15,573

Estimated Target Area % Minority 85.99

**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.**

Many people in our target area work in the food service industry. Providing catering services and baking are two relatively low cost ways to start a food business without opening a restaurant, but these food services must operate from a "legal" kitchen. Bakers can get their home kitchens approved for baking products for sale to the public by the NC Department of Agriculture; however, people catering food for sale must be food safety certified, have insurance and must cook in a Forsyth County permitted kitchen (with the exception of personal chefs who prepare meals in peoples' homes). For now the Enterprise Center has the only permitted, shared-use commercial kitchen in Forsyth County. Until now entrepreneurs have been limited by what they could do legally. In general, permitted, shared-use kitchens allow people to access commercial equipment without the high cost of acquiring or renting their own and the entrepreneurs can benefit from the business advice and resources.

The community garden is in a food desert where there is a high level of poverty which limits access to fresh produce. Having this garden as a resource can benefit all who would like to participate. No one is turned away.

**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?**

The Atkins CDC collaborates with many partners to provide mentors and technical assistance to the businesses incubated at The Enterprise Center. The kitchen incubator program has received some chefs trained by the Triad Community Kitchen and start-up entrepreneurs from the Forsyth Tech Small Business Center. Getting referrals from programs that teach culinary and business skills helps to ensure their success when they start businesses in our kitchen.

The community garden has partnerships with WSSU, three neighborhood churches, and Forsyth County Cooperative Extension. For example, two WSSU faculty members currently have a grant to teach people how to prevent or manage

diabetes through diet and exercise. This study is part of the WSSU Center of Excellence for the Elimination of Health Disparities. It has meetings at The Enterprise Center and grows vegetables in the community garden for educational purposes and meal preparation instruction for study participants. In October 2019 Hanesbrands brought 30 volunteers to the garden for a workday. Also in October 2019 the boy scouts built a pergola for the garden and over the summer the boy scouts and a summer camp from United Metropolitan Church grew vegetables. The Forsyth County Cooperative Extension provides seeds and soil testing to determine the proper ph levels for planting.

Many partners participate to make the kitchen and garden important community benefits.

## C. Strategy and Performance

Completed by davis@wssu.edu on 11/21/2019 10:10 AM

Case Id: 10744

Name: S.G. Atkins CDC Economic Development in East

Address: \*No Address Assigned

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### C. Strategy and Performance

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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.

We will monitor and evaluate the program based on the feedback and experiences of the participants. As we have grown the Enterprise Center from 20 entrepreneurs to over 40 we have had to be flexible and responsive to the needs of the people we serve. We see most of our participants daily and convene them monthly for a meeting where we solicit feedback and document the experiences they are having. We also distribute surveys to ask for quantitative information about revenue, expenses

and the number of employees working. Entrepreneurs who are successful move out to larger spaces and those who are not successful leave and either do business from their homes or seek employment. We expect to see similar results in the food incubator. The garden results will be measured by the number of gardening participants and the pounds of vegetables harvested. Each time a gardener picks vegetables the produce must be weighed and recorded. If adjustments need to be made in management, marketing, or personnel, the Atkins CDC will make the necessary changes until we get on track with desired outcomes.

**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.**

The kitchen manager will maintain monthly kitchen usage schedule and can monitor how much the kitchen is utilized. The chef's will be asked for feedback about how their actual business performance compared to their goals. The community garden will maintain records of pounds of produce harvested.

**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
Work with chefs to improve their business operations and increase their revenue	Kitchen manager will provide technical assistance with budgets, pricing, marketing, food handling and packaging	Manager has 100% rating since opening and has gotten 4 chefs permits to use the kitchen and 4 others have certifications from Dept of Agriculture	Manager will maintain 100% rating and maximize kitchen usage and find more opportunities for chefs and retail spaces for chefs to move into. One baker has moved to their own space and one chef won city's business plan competition.	Maintain 100% rating, maximize kitchen usage and open additional space with retail capacity.
Garden manager will beautify garden, increase number of gardeners and increase vegetable production	Garden manager will provide supplies, partnerships and education.	Hired garden manager September 2018. Redesigned garden, added 30+ garden beds. Added cooking demos and farmers market. Received \$15,000 grant	Added partnership with boy scouts, summer camp programs, added wheelchair access, added received \$8,500 grant.	1500 pounds of vegetable production, donate more produce to schools, churches and neighbors. Increase budget for equipment. Maintain partnerships.

**C.6. FY 18-19 Program Accomplishments**

1. Completed \$275,000 kitchen construction in summer 2018. Hired a food incubator manager in September 2018. She established and maintains operating procedures, got kitchen permitted and maintains 100% inspection rating. The manager got 4 chefs permitted to do catering and 4 bakers and a collard green producer certified by NC Department of Agriculture. Manager found retail and marketing opportunities for the kitchen users with Winston Junction Market, Enterprise Center weekly Pop-Up Lunches, summer meal program contract, banquet contracts, newspaper articles, magazine articles, television coverage, radio interviews, etc. One baker moved to her own retail space and one chef won \$5,000 in the city's business plan competition and is looking for her own retail space with a take-out menu.

2. Gardeners completed a spring, summer and fall growing season. Garden manager added garden beds and volunteers including WSSU students and employees, city employees, Hanesbrands employees, churches, partnership with Forsyth Cooperative Extension, started Saturday farmers market for \$1 per pound, added garden equipment, started monthly cooking demonstrations in the garden, boy scouts built a garden pergola for shade, two summer camp programs came to garden weekly, gardeners added decorative flowers. Total garden grants received \$15,000 in 2018, \$8,500 in 2019.

### **C.7. FY 20-21 Key Objectives**

1. For the kitchen: Increase chefs' business visibility, revenue; increase their net income and sustainability; increase number of contracts and clients. Helping chefs and bakers grow into their own retail spaces so that more chefs and bakers can access the kitchen.
2. For the garden: Increase the number of participants from 40 to 60 and increase variety of vegetables and pounds of produce grown from 1,000 pounds to 1,500 pounds; expand farmers market for gardeners to sell produce; supply vegetables to more chefs and more neighbors, obtain more garden equipment and grow budget.

## D. Organizational Capacity

Completed by davis@wssu.edu on 11/21/2019 3:35 PM

Case Id: 10744

Name: S.G. Atkins CDC Economic Development in East

Address: \*No Address Assigned

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### D. Organizational Capacity

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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?**

The mission of the CDC is to be a catalyst for economic development by promoting home ownership, small business development and job creation. The Atkins CDC started supporting the work of entrepreneurs in June 2011 when the organization opened the Enterprise Center and filled 22 offices with start-up and growing businesses. Since 2011, the Atkins CDC has added 23 more offices and is serving 46 entrepreneurs and a few non-profits who use the office space as a headquarters plus 8 food entrepreneurs who use the Enterprise Center shared-use kitchen. Through partnership with Winston-Salem State University faculty and students, mentors from the Forsyth Tech Small Business Center, the Wake Forest University Law Clinic, and the city's Small Business Department, the Atkins CDC matches Enterprise Center entrepreneurs with subject matter experts in accounting, marketing, purchasing, information technology, etc. Atkins CDC also supports a community garden at The Enterprise Center run by a part-time garden manager hired in September 2018, and the CDC employs people from the surrounding neighborhood to work at the Enterprise Conference and Banquet Center including the manager who got the Conference Center open in 2012. The organization continues to buy lots and build houses for affordable single-family home ownership. Since 2001 we have finished 22 homes including two homes in 2017 and four in 2018 plus plans to finish 6 houses this fiscal year. The Atkins CDC is also working with the East Ward Councilwoman and other partners to implement a master plan for part of the East Ward. The plan recommends rebuilding the neighborhood economy by increasing the density of housing and commercial space without displacing current residents. Full implementation of the plan will require strong public/private collaboration and \$250 million of investment. The CDC successfully advocated for this planning area to be designated an Opportunity Zone which makes it eligible for tax credit investment. In summer 2018 the CDC finished a \$275,000 commercial kitchen and in September 2018 hired an experienced kitchen manager. All of the CDC programs, including the kitchen and garden personnel in this proposal, help advance the creation of economic opportunity for people in east and southeast Winston-Salem. In 2019 the Atkins CDC staff helped Ujima CDC open their Emmanuel Retirement Village with 42 units of senior housing and the Enterprise kitchen manager had one chef win the city's business plan competition and one baker who moved into her own retail spot. Another food entrepreneur uses the kitchen and has her product in 32 retail stores.

#### FUNCTION (5 POINTS)

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

S.G. Atkins CDC was founded in 1998 and has been in operation for 21 years. Productivity has increased significantly since 2010.

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

The Atkins CDC aligns our work with the needs of the east and southeast wards, and the strategic goals of the City of Winston-Salem to invest in the Neighborhood Revitalization Strategy Area (NRSA), low income areas in Winston-Salem that are under-served by private developers. The Atkins CDC serves the City of Winston-Salem by working on several

mutual goals: 1) Affordable housing development for first-time homebuyers with 22 houses built plus 6 to finish this fiscal year; 2) Investing in economic development by raising \$4.5 million to turn a dilapidated building into a thriving neighborhood center for business incubation and job creation; 3) Growing vegetables in a food desert by supporting volunteers who have grown and distributed over 1,000 pounds of vegetables this year; 4) Facilitated the City's TURN program in the southeast ward by helping 25 property owners complete applications for housing rehabilitation; 5) Worked with neighborhood leaders to get funds and consultants to complete master plans for neighborhoods including the East End neighborhood adjoining the Martin Luther King Jr. Drive Corridor and the Waughtown Street Corridor in the Southeast Ward. Now the entrepreneurs from the Enterprise Center are helping the City of Winston-Salem become an inclusive and leading city for business start-ups.

**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
Kitchen Manager	Daily kitchen management, meetings with chefs, calendar coordination, monitor cleanliness of kitchen, oversees visits by health department inspectors, maintains equipment and supplies, provides marketing of kitchen and kitchen users and their products, manages budget, seeks funding.	40	100.00 %
Garden Manager	Leads volunteers, maintains garden supplies and equipment, maintains partnership with Forsyth Cooperative Extension, leads farmers market, manages budget, seeks funding.	20	100.00 %

**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
Carol Davis	Executive Director	\$95,000.00	0.00 %

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

Organizational Chart.docx

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

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

The Atkins CDC executive director makes all personnel decisions. Whenever possible she hires interns who attend Winston-Salem State University (WSSU) and hires people with a commitment to the residents and neighborhoods we serve in east and southeast Winston-Salem.

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	
Professionals					2	
Technicians						
Office/Clerical						
Laborers/Service Workers		1				

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	1					
Technicians						
Office/Clerical		1			1	
Laborers/Service Workers		3			1	

**D.8.**

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

Atkins CDC 2019 Roster September (1).doc

**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**

4

**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."**

To continue implementation of the shared-use kitchen, the CDC will provide access to food entrepreneurs that have expressed interest in utilizing the kitchen and technical assistance resources to grow their businesses. To be considered, applicants must have food preparation experience, be ServSafe certified, be able to get a permit from the Forsyth County Health Department and have liability insurance. There is an application fee, security deposit, and monthly usage fees based on the number of hours of kitchen usage. These fees will be used to pay utility bills, pay licensing fees, pay for required kitchen maintenance, utilities, make repairs, add and replace equipment as needed. There is 24-hour access to the facility and a scheduling system to reserve time and monitor usage. It is expected that fees will grow to cover the cost of operations and establish an operating reserve. Operating policies and procedures are reviewed often and adjustments will be made as necessary to maximize efficiency. By definition, this is a shared-use kitchen, and is the first permitted shared-use kitchen in Forsyth County. Health Department inspectors

determined operating rules in accordance with state guidelines and limit kitchen usage and monitor activity closely. By the end of this grant term, it will be clear if kitchen manager salary can be generated from kitchen usage fees or if additional grants, and other scheduled services such as classes and sponsored events will be necessary to generate program income.

**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?**

We provide access to all persons who seek to participate in the programs of the Atkins CDC. We have a waiting list and rotate participants as current participants move out. Some kitchen users have decided to close their businesses and one has moved into her own bakery space. Another kitchen user recently won the city's small business plan competition and will move into her own take-out restaurant space soon.

## E. Cost Effectiveness

Case Id: 10744

Name: S.G. Atkins CDC Economic Development in East

Address: \*No Address Assigned

Completed by davisc@wssu.edu on 11/21/2019 6:44 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	\$530,900.00	\$530,900.00	\$583,990.00
Fundraising	\$0.00	\$0.00	\$0.00
Management and General	\$0.00	\$0.00	\$0.00
	<b>\$530,900.00</b>	<b>\$530,900.00</b>	<b>\$583,990.00</b>

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$185,000.00	\$185,000.00	\$208,090.00
Employee Benefits	\$17,500.00	\$17,500.00	\$30,000.00
Facility Rent and Utilities	\$52,000.00	\$52,000.00	\$52,000.00
Training and Conference Registration	\$1,500.00	\$1,500.00	\$1,500.00
Membership and Dues	\$500.00	\$500.00	\$500.00
Travel and Transportation	\$0.00	\$0.00	\$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	\$60,000.00	\$60,000.00	\$60,000.00
Other Operating Expenditures	\$214,400.00	\$214,400.00	\$231,900.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	<b>\$530,900.00</b>	<b>\$530,900.00</b>	<b>\$583,990.00</b>

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$65,000.00	\$65,000.00	\$65,000.00
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	\$365,900.00	\$365,900.00	\$418,990.00
Memberships	\$0.00	\$0.00	\$0.00
Donations	\$5,000.00	\$5,000.00	\$5,000.00

Foundation Grants	\$95,000.00	\$95,000.00	\$95,000.00
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
	<b>\$530,900.00</b>	<b>\$530,900.00</b>	<b>\$583,990.00</b>

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

accounting, legal, audit, telephone, internet, maintenance

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	bond	\$65,000.00
2018	bond	\$65,000.00
2017	cdbg	\$275,000.00
2016	cdbg	\$340,000.00
2015	cdbg	\$100,000.00

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
kitchen and garden	\$65,000.00	\$60,000.00	
	<b>\$65,000.00</b>	<b>\$60,000.00</b>	

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.

This year's request will provide funding for two full-time managers - one for the kitchen and one for the garden. Please note that the Atkins CDC Executive Director salary is paid by Winston-Salem State University and not reflected in the Atkins CDC budget in these forms.

#### 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.

The goal is to charge fees for use of the kitchen and fees for use of the garden supplies. These fees are expected to offset costs and sustain the provision of services.

#### BARRIERS (3 POINTS)

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

No barriers are anticipated. There is excellent demand for the use of facilities and expert management. If there are unexpected barriers management will make adjustments as necessary to reach proposed goals.

#### 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:	65000
Number proposed to be served for the year:	70
Average City funds per beneficiary:	929
Proposed funds from all sources:	125000
Number proposed to be served for the year:	70
Average total funds per beneficiary:	1785

## F. Required Documents

Completed by davis@wssu.edu on 11/21/2019 7:35 PM

Case Id: 10744

Name: S.G. Atkins CDC Economic Development in East

Address: \*No Address Assigned

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### F. Required Documents

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Please provide the following information

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#### Documentation

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**Code of Conduct/Conflict of Interest Policy \*Required**

Conflict of Interest (1) (1).pdf

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

S G ATKINS 990 (1).pdf

**Organization By-Laws \*Required**

Bylaws (1) (1).pdf

**Articles of Incorporation \*Required**

Articles of Incorporation (3).pdf

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

Personnel Policy.pdf

Procurement Policy.pdf

AccountingPoliciesProcedures2017.pdf

**IRS 501(c)3 Designation Letter \*Required**

IRS Exempt Status Letter.pdf

**Audited financial statements or a third-party review** \*Required

Audited Financial Statements Issued November 28, 2018 (2).pdf

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

**\*Required**

Certificate of Existence.pdf

**Other**

FY 21 SG Adkins Cont. Funding Review.docx

## G. Community Development Only

Completed by davis@wssu.edu on 11/21/2019 7:35 PM

Case Id: 10744

Name: S.G. Atkins CDC Economic Development in East

Address: \*No Address Assigned

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### G. Community Development Only

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\*\* 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	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**

**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.**

## H. Construction/Rehab Only

Completed by davisc@wssu.edu on 11/21/2019 7:36 PM

Case Id: 10744

Name: S.G. Atkins CDC Economic Development in East

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* 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

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

\*\*No files uploaded

**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 davis@wssu.edu on 11/21/2019 7:36 PM

**Case Id:** 10744

**Name:** S.G. Atkins CDC Economic Development in East

**Address:** \*No Address Assigned

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## I. Emergency Shelter Only

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\*\* 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
	<b>\$0.00</b>

### 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
	<b>\$0.00</b>

## J. Rapid Rehousing and HMIS Only

Completed by davis@wssu.edu on 11/21/2019 7:36 PM

Case Id: 10744

Name: S.G. Atkins CDC Economic Development in East

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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\*\* 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
	<b>\$0.00</b>	<b>\$0.00</b>

## Submit

Completed by [davisc@wssu.edu](mailto:davisc@wssu.edu) on 11/21/2019 7:36 PM

**Case Id:** 10744

**Name:** S.G. Atkins CDC Economic Development in East

**Address:** \*No Address Assigned

---

## Submit

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**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.**

Carol Davis

*Electronically signed by [davisc@wssu.edu](mailto:davisc@wssu.edu) on 11/21/2019 7:36 PM*