

# A. Organization & Contact Information

Completed by shadowe.magaraci@eistr.org on 11/21/2019 12:31 PM

Case Id: 10772  
Name: ESR Burton Rehab 20-21 - 2020/21  
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

Experiment In Self-Reliance, Inc. (ESR)

### A.2. Project/Program

ESR Burton Rehab 20-21

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

\$60,000.00

### 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

<https://www.eistr.org>

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

1964

### A.9. Organization Fiscal Year

July1 to June 30

### A.10. Federal Tax ID Number

56-6060100

### A.11. Federal DUNS Number

060296142

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Twana Roebuck, Executive Director

#### A.13. Email

[twana.roebuck@eistr.org](mailto: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](mailto: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](mailto:rjhrunner@yahoo.com)

#### A.21. Phone

(336) 978-4134

## B. Project Overview

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Case Id: 10772

Name: ESR Burton Rehab 20-21 - 2020/21

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?**

This funding will be used to replace 9 HVAC units for our Burton Street facility, and to repair the driveway/parking lot. These repairs are long-term, high dollar items that are beyond our maintenance reserve's ability to cover and still retain emergency repair funds.

Our Burton Street facility is emergency housing units included in the City's housing inventory for low income housing placements. Rehabilitating this property will help it remain in the community housing inventory for the future, and to a certain extent may reduce operating and maintenance costs going forward.

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

ESR participates in the Community Coordinated Intake, and we expect many of our potential Housing clients will access our programs via that portal. Participants are further evaluated through our Intake process.

Clients are required to maintain contact with their case managers, who provide them with a range of services including counseling and research assistance, depending on the client's specific needs. If needed and available, ESR may also from time to time provide financial assistance, and supplies from ESR's pantry.

Successful clients, those who derive the most benefit from the program and go on to positive termination or graduation, are those who make use of their case managers' suggestions and guidance. Clients who are willing to work toward their own self-sufficiency goals are those who will succeed in moving from homelessness to stable housing, and potentially beyond to home ownership and a stake in their 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?**

Burton Street is a family oriented shelter that has 9 two-bedroom apartments available, with a maximum occupancy of 27 at any one time. The average number at any one time is currently 6 of 9 possible households, or up to 18 persons. In the course of a year, we expect to serve 25 unduplicated households at Burton Street. There is an additional apartment reserved for the shelter monitor, for a total of 10 units in the building.

#### 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.**

ESR's target population is the low-income community of Winston-Salem/Forsyth County. The population is made up

of 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 being served are between 20 and 41 years of age. Currently, about 50% of our target population has suffered job loss or cutbacks in hours.

Participants at Burton Street meet HUD's definition for homelessness.

**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 Burton Street Emergency Shelter provides time-limited emergency shelter for only the cost of a deposit, which allows clients who stay there to build their savings and become stable as they work toward a permanent housing placement. This shelter is a family-based placement so that homeless families can remain together. The apartments provide a more "normal" environment than dormitory style emergency shelters, which can positively affect family members' emotional stability. Case management helps participants prepare to locate and obtain their permanent housing, and teaches basic budgeting and essential skills to improve their long-term outcomes. Residents who have access to ESR's Housing program tend to become more stable in many aspects of their lives, including but not limited to affordable, stable housing.

**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?**

We work regularly with the Housing Authority of Winston-Salem, shelters like Bethesda Center, and private landlords to help homeless clients locate immediate and long-term shelter. We work closely with the Department of Social Services to help prevent client homelessness. ESR refers clients to Goodwill Industries, Vocational Rehabilitation, and the JobLink Center for assistance with job/career placement and skills. Forsyth Tech and WSSU work closely with us to assist our clients in improving their education levels. Doctors' Care, the Downtown Health Plaza, and the Health Department can often field healthcare concerns. Truliant, Allegacy, and other banks and credit unions work with our clients to establish savings accounts through our NC Saves Project.

## C. Strategy and Performance

Case Id: 10772

Name: ESR Burton Rehab 20-21 - 2020/21

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):**

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.**

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

**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.**

Clients are encouraged to make a minimum of two contacts per month with their case managers. Participant data is recorded in the case file, which is a hard copy record. It is also entered into the HMIS under the management of

Michigan Coalition Against Homelessness (MCAH). MCAH data is used to help prevent overlap in services, in addition to tracking client statistical information. Information from termination forms is collected in an aggregate spreadsheet for use in preparing reports at the end of each fiscal year.

- (a) Monthly statistical report for the Board of Directors
- (b) Quarterly Program Report - Provided to City of Winston-Salem and Forsyth County to report agency-wide program performance
- (c) Semi-Annual and annual contributions to HUD reports as requested by the city.

**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
A minimum of 12 homeless families will be housed at Burton Street Shelter during the year.	Case managers assist in placing eligible clients in Burton Street, and enrolling them into the Housing Program at ESR.	We placed 19 families at Burton Street during the year.	Based on current enrollment we expect to house 25 families in emergency shelter at Burton Street this fiscal year.	We expect to house 25 families in emergency shelter at Burton Street next year.
At least 80% of client families will exit Burton Street into affordable permanent housing placements.	Case managers assist clients in locating and obtaining permanent affordable housing.	18 (95%) families exited Burton Street into stable housing.	At least 80% of client families will exit Burton Street into affordable permanent housing placements.	At least 80% of client families will exit Burton Street into affordable permanent housing placements.
At least 80% of client families at Burton Street will improve financial literacy.	Case managers provide counseling, budget instruction, and access to financial literacy classes.	100% of exiting families improved their financial literacy levels, inclusive of knowing how to create and maintain a household budget.	100% of exiting families will improve their financial literacy levels, inclusive of knowing how to create and maintain a household budget.	At least 80% of exiting families will improve their financial literacy levels, inclusive of knowing how to create and maintain a household budget.

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

We participate in CIC activities in the community and accept housing referrals from the Intake process. We have successfully placed approximately 80% of our Housing clients in permanent housing in the community, including 100% of those who had been residing at Burton Street.

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

We will meet or exceed our target for providing emergency shelter to eligible families at our Burton Street facility. We

will also meet or exceed our goal for placement of formerly homeless families housed at Burton Street into affordable permanent housing upon exit from our shelter.

ESG funding for Burton St. funds operations, and is used to cover overhead such as insurance, utilities, move-in supplies, and to replace aging appliances in the apartments. If funding continues to dwindle, essential maintenance costs may force a reduction of services in this location.in Winston-Salem.

This funding is for site rehabilitation and large ticket purchases (HVAC units) that would not otherwise be managed in a reasonable time-frame.

## D. Organizational Capacity

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Case Id: 10772

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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?**

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
Executive Director	Agency oversight	36	0.00 %
Director of Agency Operations	Oversight for properties, including Burton Street	36	0.00 %
Housing Services Manager	Supervision of Housing Program Staff, reporting	36	0.00 %
Housing Monitor	Onsite housing monitor, minor maintenance, inspections, security, turnkey activities	36	0.00 %
Sr. Finance Director	Financial activities	36	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
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 also has in place policies specifically relating to ESG services that supports the fair and equitable treatment of all clients and ensures that we make every effort to minimize barriers to service.

## E. Cost Effectiveness

Case Id: 10772

Name: ESR Burton Rehab 20-21 - 2020/21

Address: \*No Address Assigned

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### E. Cost Effectiveness

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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
	<b>\$1,830,486.00</b>	<b>\$1,819,286.00</b>	<b>\$2,110,680.00</b>

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
	<b>\$1,830,486.00</b>	<b>\$1,819,286.00</b>	<b>\$2,110,680.00</b>

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

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
	<b>\$1,830,486.00</b>	<b>\$1,819,286.00</b>	<b>\$2,110,680.00</b>

**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	City Rehab	\$42,800.00

**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
Utilities	\$15,450.00	\$0.00	
Insurance	\$3,800.00	\$0.00	
Supplies	\$1,000.00	\$5,000.00	United Way/FEMA
Personnel	\$0.00	\$40,624.00	United Way/FEMA
Repairs/Maintenance	\$0.00	\$3,967.00	United Way/FEMA
Communications	\$0.00	\$1,298.00	United Way/FEMA
Equipment	\$1,000.00	\$0.00	
Overhead Costs	\$3,750.00	\$5,043.00	United Way/FEMA
	<b>\$25,000.00</b>	<b>\$55,932.00</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 covers additional rehabilitation activities, beyond those funded last year. If this request is not funded we will continue to seek out funding from other sources to allow us to make these upgrades.

**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.**

It is not necessary to sustain this project, per se. This request is to complete the purchase of large-ticket items (HVAC units) that would be beyond our reserve's ability to cover and still have maintenance reserves. We will follow our property management plan and continue constant upkeep on units to keep them filled and generating income, which will help to increase our maintenance reserve.

**BARRIERS (3 POINTS)**

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

The largest barrier to project implementation is funding. If this request is not funded or not funded in full, we will be forced to further prioritize and delay acquiring the necessary equipment. These delays allow further deterioration and increase future costs for repair. We will continue to solicit other sources for revenue but we hope that the City of Winston-Salem will provide funding to complete our rehab projects.

**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:	60,000
Number proposed to be served for the year:	25
Average City funds per beneficiary:	2,400
Proposed funds from all sources:	60,000
Number proposed to be served for the year:	25
Average total funds per beneficiary:	2,400

## F. Required Documents

Case Id: 10772

Name: ESR Burton Rehab 20-21 - 2020/21

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**

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 business and operations manual revised MAR 2017.docx

ESR Policies Manual 2019.docx

ESRHRManualFinal.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

*\*\*No files uploaded*

## G. Community Development Only

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Case Id: 10772

Name: ESR Burton Rehab 20-21 - 2020/21

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 shadowe.magaraci@eistr.org on 11/21/2019 5:37 PM

Case Id: 10772

Name: ESR Burton Rehab 20-21 - 2020/21

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.

We need to replace 9 HVAC units at our Burton Street Shelter. We also need to implement repairs to the driveway/parking areas.

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

Upon receipt of funding (or news of funding) we will begin preparing for bid solicitation, including finalizing the scope of work. We expect that actual construction/rehabilitation activities will be completed between August 2020 and June 2021 depending on weather conditions.

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

All work will be contracted. ESR will release an RFP for the project, and solicit bids. All competitive bid processes and negotiated contracts will be conducted in accordance with Federal regulations. Written appeals for reconsideration may be directed to the Executive Director or Senior Finance Director. Price comparisons or cost analysis will be performed in all procurement.

The Executive Director or Senior Finance Director will contact at least 3 Vendor Services or Contract Professionals to submit bids in the event of a proposed financial expense of \$5,000 or more dollars.

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

The target for our Burton Street rehab is low income homeless families in Winston-Salem/Forsyth County. These families will likely be drawn from our Housing Program demographic which includes vulnerable households. 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.

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

Program participants are provided case management services and housing placement. This includes personal counseling, budget and financial literacy training, connections to mainstream services to meet needs ESR does not fill, connections to educational opportunities, assistance in job search, and related activities to help the household become and remain stable in their housing and to help them develop safety net networks to prevent recidivism.

#### 6. Describe the property management plan.

ESR 's Property Management plan centers on awareness and immediate response to issues, as well as planning for long-term, high-dollar repairs.

In brief, we will:

Conduct whole-property inspections every 90 days by qualified professional, assessing for structural issues, systems

issues (HVAC, plumbing, etc), and general condition.

Instruct tenants on proper usage of all systems (water, plumbing, heating/cooling, smoke detectors etc) to prevent unnecessary damage or wear in units.

Conduct move-in/move out inspections, and immediately address issues discovered therein.

Repair damages such as windows, doors, locks, etc. as soon as discovered

Maintain lawns, fences, common areas (grass mowed, trash/debris cleaned up). Keep trees properly pruned.

Clear roof and gutter debris as needed, especially after storms.

Refinish steps as required to prevent rust/rot.

Maintain security lighting, contact provider to replace damaged or malfunctioning lights

Replace HVAC filters, continue routine maintenance of HVAC and other appliances to extend valuable life as much as possible.

Maintain Pest control/termite control bonds.

Replace flooring in units as necessary (and include floor condition in move out inspections)

Maintain a maintenance reserve account.

Maintain a schedule of expected high dollar replacements (roof, for example), and plan ahead to address these expenses.

Seek additional funding for large scale repairs/rehab such as roofing.

#### **7. List the development team members.**

Twana Roebuck

Fred Bazemore

Pamela Ingram

Debra Perkins

#### **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.**

ESR continuously seeks new funding streams, through grants, fundraising events, donations and more. We have operated successfully for more than 50 years. ESR's current ratio is 2.53 to 1, ranking us in the middle of our national peer group in ability to meet current obligation. The quick ratio is also 2.53:1, and places us near the top of our peer group in financial stability.

#### **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
ESR Headquarters	3480 Dominion Street Winston-Salem NC 27105	New Construction	1	Yes
5th Street	1423-45 5th St, Winston-Salem, NC 27101	Rehab	12	Yes
Spring Street	800 North Spring St. Winston-Salem, NC 27101	Rehab	8	Yes
Burton Street	635/639 Burton Street Winston-Salem NC 27105	Rehab	10	Yes

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#### **Documentation**

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

Market Study Justification.docx

**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.**

Burton st development costs rehab project 11-21-19.xlsx

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

Burton st rehab project 11-21-19 TOTAL OPERATING BUDGET.xlsx

**Operating Budget**

annual budget 20-21 autocalc 11-6-19 for city apps.xls

**Form 990**

ESR Form 990 6-30-18.pdf

# I. Emergency Shelter Only

Completed by shadowe.magaraci@eistr.org on 11/21/2019 1:16 PM

Case Id: 10772

Name: ESR Burton Rehab 20-21 - 2020/21

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 shadowe.magaraci@eistr.org on 11/21/2019 1:16 PM

Case Id: 10772

Name: ESR Burton Rehab 20-21 - 2020/21

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 shadowe.magaraci@eistr.org on 11/21/2019 5:56 PM*

**Case Id:** 10772

**Name:** ESR Burton Rehab 20-21 - 2020/21

**Address:** \*No Address Assigned

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## 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.**

Twana Roebuck

*Electronically signed by shadowe.magaraci@eistr.org on 11/21/2019 5:56 PM*