

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
Housing Services Manager	Supervision of Housing Program Staff, reporting	36	0.00 %
Housing Success Coach	Weekly meetings with clients, tracking, reporting, case management activities	36	0.00 %
Housing Monitor	Onsite housing monitor, minor maintenance, inspections, security, turnkey activities	36	0.00 %
Director of Agency Operations	Oversight for properties, including Burton Street	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: 10641

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

Address: *No Address Assigned

Completed by shadowe.magaraci@eistr.org on 11/20/2019 1:24 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	\$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

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	ESG	\$23,454.00
2018	ESG	\$25,498.00
2017	ESG	\$13,212.00
2016	ESG	\$13,052.00
2015	ESG	\$13,922.00

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
	\$25,000.00	\$55,932.00	

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.

This year's request for funding represents an increase over last year's actual funded amount. Utility costs are high and it is difficult to cover these payments without requiring residents to contribute, which we are trying to avoid, since these families are already in crisis. Additionally, appliances wear out and are becoming more expensive to repair, and furnished kitchen items frequently need to be replaced due to wear or loss.

Other funding for this project comes from United Way. It is relatively stable but in recent years other United Way funding has been reduced. However, amounts depend on the success of United Way's annual campaign.

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.**

As with all our programs, we are constantly seeking additional funding streams and sources of unrestricted funds to supplement existing funding. Burton Street Shelter’s operations support comes in large part from the City. It seems likely we would have to resort to limiting supplies spending to cover these expenses if the City reduced or eliminated this pool. This would directly affect client well-being, as it would mean we could not furnish starting cleaning supplies or basic housewares. We at ESR are grateful for our longstanding and ongoing partnership with the City of Winston-Salem, and appreciate the financial support provided for our agency, staff, programs, and clients in need in the community.

BARRIERS (3 POINTS)**E.6. Describe any potential barriers to the project implementation and how you plan to overcome them.**

This project has been operating successfully for many years, so there are no barriers to implementation. However, continued funding is critical if we are to continue providing low-cost emergency housing to residents at this location. As noted elsewhere, we will be required to have residents make payments if we cannot sustain funding for this project.

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:	\$25,000
Number proposed to be served for the year:	25
Average City funds per beneficiary:	\$1,000
Proposed funds from all sources:	\$80,932
Number proposed to be served for the year:	25
Average total funds per beneficiary:	\$3237.28

F. Required Documents

Case Id: 10641

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

Address: *No Address Assigned

Completed by shadowe.magaraci@eistr.org on 10/30/2019 10:34 AM

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Col 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

business and operations manual revised MAR 2017.docx

Policies Manual 2019.docx

Anti-Discrimination Policy.pdf

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**

Audit 6-30-18.pdf

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

***Required**

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

Other

***No files uploaded*

G. Community Development Only

Completed by shadowe.magaraci@eistr.org on 11/18/2019 4:58 PM

Case Id: 10641

Name: ESR - ESG -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	143
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 program team, the staffing process will ensure 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 who are eligible will be Enrolled in the appropriate program. Clients who are not eligible will be referred to the most suitable entity in the community to best serve their needs. Enrolled 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. Caseworkers will ensure that the Success Plan is realistic and designed to assist a low-income and/or homeless individual or family to move along a continuum toward economic self-sufficiency. The maximum length of program participation is two years. Participants will be graduated from programs upon program completion, active services will be terminated, and follow-up will be documented to track future participant success.

ESR's Program graduates have priority for admission into the home ownership portion of the agency's Individual Development Account (IDA) Program. 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-sufficient. Clients are automatically enrolled in the NC Saves Program where they receive wealth coaching, debt reduction planning, and have the opportunity to open a no service charge savings account. Our clients are also strongly advised to have their tax returns prepared at a free VITA site, and receive asset building counseling to make wise use of their tax refunds.

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 Case Managers assist clients in reaching their 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 success 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 crisis. During the follow-up, contact is maintained through telephone calls, person-to-person interviews and client surveys. ESR Permanent 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 5:42 PM

Case Id: 10641

Name: ESR - ESG -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 1/28/2020

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

Case Id: 10641

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

Address: *No Address Assigned

Completed by shadowe.magaraci@eistr.org on 11/20/2019 2:22 PM

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	\$1,000.00
Insurance	\$3,800.00
Utilities	\$15,450.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$1,000.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$3,750.00
	\$25,000.00

J. Rapid Rehousing and HMIS Only

Completed by shadowe.magaraci@eistr.org on 11/18/2019 5:44 PM

Case Id: 10641

Name: ESR - ESG -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

Completed by keith.ferger@eivr.org on 11/22/2019 8:59 AM

Case Id: 10641

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

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 keith.ferger@eivr.org on 11/22/2019 8:59 AM