

A. Organization & Contact Information

Completed by shadowe.magaraci@eistr.org on 11/20/2019 5:35 PM

Case Id: 10644
Name: ESR EITC 20-21 - 2020/21
Address: *No Address Assigned

A. Organization & Contact Information

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

A.1. Organization Name

Experiment In Self-Reliance

A.2. Project/Program

EITC

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

www.eistr.org

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

1964

A.9. Organization Fiscal Year

July 1 - June 30

A.10. Federal Tax ID Number

56-6060100

A.11. Federal DUNS Number

060296142

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Twana Roebuck, Executive Director

A.13. Email

twana.roebuck@eistr.org

A.14. Phone

(336) 714-9237

CONTACT

A.15. Name, Title

Twana Roebuck, Executive Director

A.16. Email

twana.roebuck@eistr.org

A.17. Phone

(336) 714-9237

BOARD CHAIR

A.18. Name

Rebecca Bender

A.19. Term Expiration

02/28/2021

A.20. Email

rjhrunner@yahoo.com

A.21. Phone

(336) 978-4134

B. Project Overview

Completed by shadowe.magaraci@eistr.org on 11/20/2019 5:42 PM

Case Id: 10644
Name: ESR EITC 20-21 - 2020/21
Address: *No Address Assigned

B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

This program provides free tax return preparation for at least 3,500 Winston-Salem/Forsyth County residents each year. The program usually prepares nearly 4,000 returns, but this varies depending on the funding, number of sites, and number of volunteers in any given year. Forsyth Free Tax also offers connections to other programs that may be of value to Winston-Salem's low wealth community including other ESR programs and mainstream services. Community Agency Funding will support staff positions for this program.

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

Taxpayers are alerted through marketing and advertisements providing hours of operation and locations of VITA Sites in the Winston-Salem area. ESR's website and Facebook pages also publish the locations and hours for the tax sites.

It takes approximately 30-45 minutes to prepare a basic return. Participants have an opportunity to discuss economic literacy and linkages to other community programs that might be of interest or benefit to them while their tax returns are being prepared. Workers ask participants several survey questions regarding their plans for their refunds, responses to which are compiled in aggregate form for research purposes. At times these questions prompt information requests from participants as well, and the tax preparers are able to introduce taxpayers to the range of ESR services and to other programs in the city.

Upon completion of the tax return, clients are given information regarding how they can find out the status of their returns, and the return is filed electronically. Participants will receive their refunds (if applicable) in about ten days by direct deposit, or about three weeks if by paper check. The service is free, and clients appreciate the additional advice and guidance provided. Many clients return to a VITA site year after year, and often share their experiences with their neighbors, who use a VITA site the following year by recommendation.

Outside the regular tax season, ESR's Forsyth Free Tax program staff see clients whose returns are more complicated than can be filed through a VITA site. These types of returns include amendments, prior year returns, and other situations that could be very costly if handled through a paid preparer.

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?

This program will serve a minimum of 3,500 clients. An estimate of clients served per month is:
January=175; February=2,700; March=350; April=175; May-October=100.

VITA sites are volunteer staffed, and thus vary in the amount of traffic they are able to handle. The maximum service levels at any given time varies from year to year, depending on the number of volunteers available to work at each site. The average return takes approximately 30-45 minutes to complete, but if a return is more complex, it can affect the total number of returns that can be filed on a given day at a given site.

Participants who feel comfortable in doing so may prepare and file their own simple tax returns at our Forsyth Free Tax sites. There are volunteers available to assist clients who choose to prepare their own returns, and to check them for accuracy and completeness before they are filed for the taxpayer.

Most years we far exceed the minimum expected service levels, and the program's capacity depends on the number of volunteers and on volunteer retention.

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.

The demographics for this program are: 69% African-American, 24% Caucasian, 4% Hispanic, and 3% Other. This group is 60% female, 40% male. Individuals are 30% of this target population, and 70% are in families. All are in low to moderate-income households.

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 of these taxpayers would go to paid tax preparers to have their returns submitted, and would accept Refund Anticipation Loans or similar products at extremely high interest rates if they could not have their taxes prepared free of charge through a VITA site. Having these sites available not only prevents these taxpayers from being victims of predatory scams and practices, these residents can also learn about other programs and services for which they may qualify. During the tax season last year, VITA sites saved clients approximately \$1 million in tax preparation fees. The Forsyth Free Tax program is instrumental in returning EITC funds back to the taxpayers in our community.

COLLABORATION (6 POINTS)

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

Several agencies and banks will be working with us to provide space for our VITA sites this year, including Goodwill Industries, and the Forsyth County Central Library. These collaborations also increase the talent pool of volunteers for the program, which has a major impact on the program's success. We will be using social media aggressively to recruit volunteers (and taxpayers) this year, and hope to attract additional collaborative partners in the process. The IRS provides training and site materials, technical support, software licenses, and oversight for the VITA program.

This program requires collaboration to function well. ESR works with a range of collaborative partners to provide assistance in securing funding, marketing, resources and oversight. These collaborations are active at different stages in the program, depending on the need. Most of the program's operational collaboration is with agencies that are part of the Forsyth Working Families Partnership during planning and implementation phases, and the IRS works with us for oversight, performance measurement and reporting requirements. ESR regularly participates in monthly meetings that include discussion of critical success factors, troubleshooting and the exchange of best practices.

C. Strategy and Performance

Case Id: 10644

Name: ESR EITC 20-21 - 2020/21

Address: *No Address Assigned

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C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council. Indicate which of the City's strategic focus areas your program aligns with best (select one):

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.

The primary performance measures for this program include the number of participants served. Participants are not enrolled in this program, so we base expected use of the program on prior year participants and the number of volunteers.

Performance is monitored at the VITA sites, at ESR, and at the IRS. The tax software and return submission process generate frequent (sometimes daily) reports, which are monitored for accuracy and performance levels each day of site operation. Performance of the overall program is reported to the funders each quarter and at year-end.

The IRS provides guidelines and requirements for VITA sites that must be met in order for the site to continue to receive IRS support. Performance in the early part of the tax season can provide good estimates for overall performance. We close under-performing sites as soon as we recognize that the site will not/cannot meet the IRS

minimum requirement for the number of returns filed.

After the tax season has ended, we review the performance and document best practices. Obstacles to optimum program performance are studied, and methods presented for implementation in the next tax season.

Options for improving outreach for this program include increased media and marketing coverage, especially for new or underused sites, and volunteer recruitment and retention programs. ESR's website is a tool for outreach both for participants and for locating and recruiting volunteers.

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 Forsyth Free Tax program will use TaxSlayer® tax preparation software. This software allows for preparation and electronic filing of returns, captures a variety of information about participants, and allows for creation of a range of reports. The tax preparation software tracks participant data and uses it in aggregate form to provide general demographics and statistics. Because clients are not enrolled in a formal, structured program, no participant data is collected and retained by ESR, other than as required by the IRS and in order to resolve any issues that may arise. Program data that is retained is only in aggregate form.

Performance is monitored at the VITA sites, at ESR, and at the IRS. The tax software and return submission process generate frequent (sometimes daily) reports, which are monitored for accuracy and performance levels each day of site operation. Performance of the overall program is reported to the funders each quarter and at year-end.

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
Plan and develop a minimum of 7 VITA sites in Winston-Salem/Forsyth County.	Locate and schedule sites, recruit and train site coordinators, recruit and train volunteers, and distribute marketing materials to provide the most impact.	10 Sites	7 Sites	7 Sites
Recruit and train at least 50 volunteers to work at VITA Sites	Prepare returns at VITA sites and assist with self-filing, collect information from participants, maintain reporting	73 Volunteers 10 Site Coordinators	50 Volunteers 7 Site Coordinators	50 Volunteers 7 Site Coordinators

	and tracking standards.			
Provide free tax return preparation to a minimum of 3,000 low to moderate income taxpayers in Forsyth County	Prepare returns at VITA sites and assist with self-filing, collect information from participants, maintain reporting and tracking standards.	VITA staff filed 3,392 tax returns for taxpayers, including VITA Express and assisted self-prep locations	3,750 taxpayers will have their tax returns filed at VITA sites.	3,750 taxpayers will have their tax returns filed at VITA sites.

C.6. FY 18-19 Program Accomplishments

This year saw the continuation of our VITA Express service. VITA Express provided drop off services to taxpayers. The service ran smoothly, with no data security issues, no errors requiring resolution. Taxpayers were delighted by the ability to make an appointment, be in and out in a matter of minutes with no wait. The main drawback with the service is that it is perpetually understaffed--only the program's director processed these returns--and the service was only available at one location. The service is beneficial to the participants, but is somewhat more time-consuming for staff than preparations completed at a tax site.

C.7. FY 20-21 Key Objectives

We have 7 sites this year including the main library. We will also be offering the VITA Express service again, although it seems likely that it will once more be limited to the ESR location. After this tax season is completed we will reevaluate the VITA Express service to see if it should be continued going forward.

D. Organizational Capacity

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D. Organizational Capacity

Please provide the following information

MISSION (5 POINTS)

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

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

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

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

Our IDA (Individual Development Account) Program helps low-income residents gain financial literacy skills on their way to becoming first time homeowners or 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. Additionally, the Forsyth Free Tax program helps low-income residents of Winston-Salem/Forsyth County connect with other services they may find of value (such as services provided by the City, County, ESR, churches, and other community agencies).

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
VITA Program Manager	Establish VITA Sites; Recruit & train volunteers; Order site and training materials; Ensure VITA site quality requirements are met; Quality Checks, Error Resolution; File Returns; Regular communication with IRS; Distribution and replenishment of Site supplies;	36	55.00 %
VITA Program Asst	Provide assistance to Program Manager; Support VITA Sites; Recruit & train volunteers; Ensure VITA site quality requirements are met; Quality Checks, Error Resolution; File Returns; Regular communication with IRS; volunteer communications; Distribution and replenishment of Site supplies; Maintain volunteer database;	27	55.00 %

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."

This project is already operational and producing results. We would like to expand this program still further, as it is one of our best awareness building tools. People who have never heard of ESR or its programs learn about it through our VITA sites, through word of mouth, and the services that our VITA sites offer and connect participants to. The program's reach in any given year often depends on the number of volunteers and the support of local entities (businesses, agencies, educational venues, churches, etc) that are willing to assist with operating space, and if possible with recruitment (both volunteers and participants).

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?

The IRS establishes most of the policies that govern VITA sites (including eligibility standards). While VITA staff members can research appeals to ascertain that any possible typographical and similar errors are resolved, any additional tax issues are addressed by the IRS. Volunteers are required to be certified by the IRS, thus ensuring that all tax preparers are equally prepared to provide services to eligible taxpayers.

Forsyth Free Tax offers a range of locations and schedules, as well as appointments at ESR to accommodate as many taxpayers as possible. Each year the program offers approximately 10 sites in different areas of the county to provide the broadest possible access to potential participants.

E. Cost Effectiveness

Case Id: 10644

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Address: *No Address Assigned

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E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$1,427,659.00	\$1,395,426.00	\$1,685,529.00
Fundraising	\$3,500.00	\$24,533.00	\$25,824.00
Management and General	\$399,327.00	\$399,327.00	\$399,327.00
	\$1,830,486.00	\$1,819,286.00	\$2,110,680.00

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

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

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

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

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

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

Year	Funding Source	Funding Amount
2019	EITC	\$35,600.00
2018	EITC	\$35,600.00
2017	EITC	\$35,600.00
2016	EITC	\$35,600.00
2015	EITC	\$30,000.00

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
Personnel	\$58,000.00	\$82,970.00	UW/IRS/Wells Fargo
Supplies	\$2,000.00	\$3,648.00	UW/Foundations
Volunteer Retention	\$0.00	\$1,000.00	UW/Foundations
Communications	\$0.00	\$3,250.00	UW/Foundations
Miscellaneous	\$0.00	\$2,750.00	UW/Foundations
Insurance	\$0.00	\$631.00	UW/Foundations
Travel	\$0.00	\$2,000.00	UW/Foundations
Admin Support	\$0.00	\$0.00	UW/Foundations
Space Costs	\$0.00	\$2,871.00	UW/Foundations
Equipment	\$0.00	\$0.00	UW/Foundations
	\$60,000.00	\$99,120.00	

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.

ESR is requesting an increase over the funding we received last year. Funding will cover increased hours for the Assistant FFT Program Manager and to aid in expanding tax sites. The Assistant position is crucial to program operation during the tax season; ESR needs to be able to fund an increase of hours to meet the needs of the community. The expansion includes materials, and supports the VITA Express activity.

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.

ESR is constantly searching for other sources to sustain the Forsyth Free Tax (VITA) program. Part of the vision through the Asset Building Coalition collaborative is to leverage potential grants from the state, banking institutions and other fund sources to sustain and grow the program in the future. Additionally, United Way has become more invested in and supportive of the program. We hope also to develop new funding streams through contacts obtained through our capital campaign and annual fundraising events.

BARRIERS (3 POINTS)

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

The greatest potential barrier to project implementation is recruiting and retaining volunteers. Our Forsyth Free Tax (VITA) program has been successful in retaining the majority of the volunteers who start the tax season, and many of our volunteers return year after year. Volunteer retention is much higher with incentives and support, which usually require operations funding to provide.

Volunteers who cite reasons for not completing a tax season or for not returning tend to note that they felt overwhelmed, that site coordinators were too busy with the sheer volume of clients to provide as much assistance and support as they felt was necessary. Increasing the number of site coordinators should improve quality of service and volunteer morale, and may be a key to volunteer retention.

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:	60000
Number proposed to be served for the year:	3,750
Average City funds per beneficiary:	16
Proposed funds from all sources:	159120
Number proposed to be served for the year:	3,750
Average total funds per beneficiary:	42.43

F. Required Documents

Case Id: 10644

Name: ESR EITC 20-21 - 2020/21

Address: *No Address Assigned

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F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

ESR CoI Policy.pdf

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

ESR Form 990 6-30-18.pdf

Organization By-Laws *Required

ESR bylaws 6-20-13.pdf

Articles of Incorporation *Required

ESR articles of incorporation.pdf

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

ESRHRManualFinal.docx

ESR Policies Manual 2019.docx

ESR business and operations manual revised MAR 2017.docx

ESR Anti-Discrimination Policy.pdf

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

Completed by shadowe.magaraci@eistr.org on 11/18/2019 5:24 PM

Case Id: 10644

Name: ESR EITC 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	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 11/18/2019 5:24 PM

Case Id: 10644

Name: ESR EITC 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 1/27/2020

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

***No files uploaded*

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

***No files uploaded*

Operating Budget

***No files uploaded*

Form 990

***No files uploaded*

I. Emergency Shelter Only

Completed by shadowe.magaraci@eistr.org on 11/18/2019 5:24 PM

Case Id: 10644

Name: ESR EITC 20-21 - 2020/21

Address: *No Address Assigned

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by shadowe.magaraci@eistr.org on 11/18/2019 5:24 PM

Case Id: 10644

Name: ESR EITC 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 shadowe.magaraci@eistr.org on 11/21/2019 5:58 PM

Case Id: 10644

Name: ESR EITC 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 shadowe.magaraci@eistr.org on 11/21/2019 5:58 PM