

# A. Organization & Contact Information

Case Id: 10703  
Name: SHARE2020 - 2020/21  
Address: \*No Address Assigned

Completed by gw@share-ws.coop on 11/22/2019 1:15 PM

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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

SHARE-WS INC

### A.2. Project/Program

Food and Education

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

\$76,198.00

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

\$202,898.00

### A.5. Mailing Address

603 Peters Creek Parkway Winston-Salem, NC 27103

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

603 Peters Creek Parkway Winston-Salem, NC 27103

### A.7. Organization Website

www.SHARE-WS.coop

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

2018

### A.9. Organization Fiscal Year

December 31, 2019

### A.10. Federal Tax ID Number

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Gary Williams

#### A.13. Email

gw@share-ws.coop

#### A.14. Phone

(336) 793-4280

### CONTACT

#### A.15. Name, Title

Gary Williams, President

#### A.16. Email

gw@share-ws.coop

#### A.17. Phone

(336) 793-4280

### BOARD CHAIR

#### A.18. Name

Gary Williams

#### A.19. Term Expiration

12/31/2020

#### A.20. Email

gw@share-ws.coop

#### A.21. Phone

(336) 793-4280

## B. Project Overview

Completed by gw@share-ws.coop on 11/22/2019 2:05 PM

Case Id: 10703

Name: SHARE2020 - 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?**

Many residents of “food deserts” have limited access to healthy, nutritious food, and/or other healthy food alternatives. Food deserts and Health Disparity are interconnected.

The Winston-Salem Poverty Thought Force (WSPTF), formed in October 2015, with five subcommittees to focus on various aspects of poverty, including: Hunger and Food Insecurity, issued its FINAL REPORT, dated February 13, 2017. That report aptly stated “The consequences of poverty affect everyone.”

Winston-Salem, NC, the principal city in Forsyth County, has multiple “food deserts,” or residential areas where there are no full-service grocery stores, offering produce and other fresh foods, within a one-mile radius. These “food deserts” are in city spaces where the median family income is at or near the federal poverty level. According to a 2017 study commissioned by the City of Winston-Salem, an estimated 17% of Forsyth County residents experienced food insecurity in 2014. An estimated 38% of poor Forsyth County residents live in a “food desert,” in a county with a population of over 360,000.

The City-County Planning Board (CCPB) issued a report (Winston-Salem/Forsyth County Urban Food Access Report, dated June 23, 2016) on food access in Winston-Salem and Forsyth County. The report concludes, "Food access is a community issue that impacts the economic well-being, health, safety, and overall quality of life of all residents"

SHARE-WS, INC. (SHARE), has plans and would use city fund to implement projects and work to reduce food insecurity and to eliminate health disparities. Here are some examples of what we will do:

1. Due to the demographics (historically) of food deserts, it is particularly important to advise “low- income” residents, of the benefits of being collaborative. By advocating for a member-owned grocery store in this low-income area, SHARE would encourage self-reliance, self-dependence.
2. SHARE has collaborated with the United Health Centers (UHC), Winston-Salem to establish what we imagine as a “food pharmacy.” Patients attending a visit at the UHC will be given a “prescription” for a food package that can be redeemed at SHARE. The prescription will be given to patients during their visit and will specify whether the patient should have a standard, hypertension-friendly, or diabetes-friendly food package. The package will contain a combination of healthy dry goods, fresh fruits and vegetables, and recipes that are culturally sensitive and appropriate.
3. To date, with a variety of public and private support, SHARE has effectively delivered a range of educational programs and food classes from their present office.

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

To reach as many potential participants as possible, SHARE has enlisted the help of college students to implement marketing and social media strategies. Before this work began, we did not anticipate the need for such targeted outreach; but we now understand the full scope of outreach and the communications needed to ensure our success.

SHARE-WS, INC., plans to collaborate with one or more medical centers in Winston-Salem to establish what we imagine as a “food pharmacy.” Patients diagnosed with Type 1 diabetes, hypertension, or obesity will be prescribed fresh food, healthy food, and nutrition education, at little or no cost as preventative and treatment measures.

Initially, we will work with the United Health Center (UHC), Winston-Salem, NC. They do the screening, we do the program implementation and organizing. This is a solution for creating access for those who may not have considered the benefits of a healthy diet with more nutritious food.

We ultimately plan to promote the concept to other organizations (including insurance providers) who are committed to ensuring access to high-quality, affordable, comprehensive healthcare for all residents, regardless of their insurance status or their ability to pay.

SHARE-WS, INC., plans to promote these concepts, seek funding, and establish connections to achieve favorable outcomes for all involved. One that delivers high quality service, education and nutrition training; especially for those with health disparities.

**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?**

According to a 2017 study commissioned by the City of Winston-Salem, an estimated 17% of Forsyth County residents experienced food insecurity in 2014. An estimated 38% of poor Forsyth County residents live in a “food desert,” in a county with a population of over 360,000.

The WSPTF reported that (within the proximity of the SHARE location) there over 16,000 individuals living with type 2 diabetes. Working with our health care partners, we are committed to making the implementation of the food pharmacy a vital part of our work.

We anticipate, on average, being able to serve multiple families and individuals each day. One family typically involves 4 persons. We believe, on average we would serve six persons per day.

Over the long term, our goals include the alleviation of the food deserts (in our backyard) and to serve as a model for similar projects throughout the region and beyond.

**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.**

**DEMOGRAPHICS:**

White alone, not Hispanic or Latino, percent 45.90%

Black or African American alone, percent 34.70%

Hispanic or Latino, percent 14.90%

Asian alone, percent 2.20%  
Native Hawaiian and Other Pacific Islander, percent 0.10%  
Two or More Races, other percent 1.90%

#### ECONOMIC CHARACTERISTICS:

Median household income (in 2017 dollars), 2013-2017 \$42,219  
Per capita income in past 12 months (in 2017 dollars), 2013-2017 \$26,668  
Persons in poverty, percent 23.30%

Residents of “food deserts” usually have a variety of hardships. They typically lack reliable transportation, which diminishes their opportunity for living wage employment and access to healthy food options. They believe their only alternative is to utilize local convenience stores and other fast food options. This less-optimal access is typically restricted to sub-optimal food choices.

Chronic disease is a common health problem in our low-income communities. This disease category generally includes arthritis, asthma, back pain, cancer, cardiovascular disease, chronic obstructive pulmonary disease, diabetes and mental health conditions. “We know most chronic diseases can be prevented by eating well, being physically active, avoiding tobacco and excessive drinking, and getting regular health screenings.”

What is an intervention? An intervention is a combination of program elements or strategies designed to produce behavior changes or improve health status among individuals or an entire population. Interventions typically include educational programs, new or stronger policies, improvements in the environment, and/or a health promotion campaign.

SHARE-WS, INC., has plans for multiple projects and strategies to reduce food insecurity and to eliminate health disparities.

SHARE’s initial base (or service site) is in the West Salem Shopping Center, at the intersection of Academy Street and Peters Creek Parkway. It is a central location with a diverse population. It is in a “food desert.”

Thus far SHARE, has successfully garnered support and has generated momentum for the multiple projects to reduce food insecurity in “food deserts” and to wipe out community health disparities. Both the City of Winston-Salem, and Forsyth County governments have provided Seed money.

#### **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.**

According to the Winston-Salem Poverty Thought Force Final Report, February 13, 2017, an estimated 17% of Forsyth County residents experienced food insecurity in 2014. An estimated 38% of poor Forsyth County residents live in a “food desert,” in a county with a population of over 360,000. Our work focuses on a neighborhood (and a potential solution for other neighborhoods) needing assistance.

SHARE-WS, INC., as a key part of its mission, focuses on providing health promotion campaigns. We will provide and advocate for food education in the Winston-Salem/ Forsyth County community; training to include nutrition, good eating habits, and healthy food choices.

SHARE-WS, INC., plans to collaborate with one or more medical centers in Winston-Salem to establish what we imagine

as a “food pharmacy.” Patients diagnosed with Type 1 diabetes, hypertension, or obesity will be prescribed fresh food, healthy food, and nutrition education, at little or no cost as preventative and treatment measures.

Our plan is to work with the United Health Center (UHC), Winston-Salem, NC. They do the screening, we do the program implementation and organizing. This solution will create a community wide impact.

SHARE-WS, INC., plans to promote the concept and begin to recruit clients. We have identified a funder who plans to help initiate our pilot program. The un-met need is tremendous. We anticipate enrolling several dozen clients a month. The opportunities to help people live healthier is both just and moral. “Food insecurity must be abated.”

## **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?**

SHARE-WS, INC., engaged the Wake Forest Hospital, Brenner FIT (Families in Training) - Community Health Program, to put on cooking classes at our location (additionally in Spanish). Because that collaboration was quite successful, SHARE-WS, INC., plans replicate that arrangement to deliver high quality education and nutrition training for others in our community.

SHARE-WS, INC., plans to collaborate with one or more medical centers in Winston-Salem to establish what we imagine as a “food pharmacy.” Initially, we are working with the United Health Center (UHC), Winston-Salem, NC. They do the screening, we do the program implementation and organizing.

SHARE-WS, INC., has committed partnerships with (among others) the West Salem Neighborhood Association; Neighbors for Better Neighborhoods; Ministers Conference of Winston Salem and Vicinity; Parkway Presbyterian Church; Trinity Presbyterian Church; Delabrook Presbyterian Church; First Presbyterian Church; Highland Presbyterian; First Baptist Church; the Triad Buyers Cooperative; and the Triad Food Consortium.

We ultimately plan to forge partnerships with other organizations who are committed to ensuring access to high-quality, affordable food for all residents, regardless of their Socioeconomic Status or their ability to pay.

SHARE-WS, INC., plans to endorse the SHARE Cooperative of Winston-Salem and its plans to open and operate the Harvest Market – a full-service grocery store in one of Winston-Salem’s food deserts. This full-service grocery store will create living wage jobs, and economic development to an under-served neighborhood.

## C. Strategy and Performance

Completed by gw@share-ws.coop on 11/22/2019 2:20 PM

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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):**

Service Excellence

**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.**

SHARE has developed several databases to track participant and program data. This information will be vital in our efforts to communicate with the clients we serve. The contact information of the program participants will be kept in a relational database for evaluation and marketing purposes.

Lead by our steering committee member, Dr. Frankie Denise Powell of the University of North Carolina-Pembroke, SHARE has initiated a "Community-based participatory research (CBPR) project."

SHARE is negotiating with the University of North Carolina-Greensboro, to obtain a grant to further our CBPR project." The research will enable SHARE to obtain empirical data to evaluate the success of our services, and how they relate to health outcomes.

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

In reference to our Community Participatory Research Based Process – we added Dr. Frankie Powell, a community-based researcher/expert to our team. The goal is to develop an evaluation process with initial bench-marks and feedback loops to measure outcomes and determine best practices to provide food and improve health outcomes.

We anticipate receiving monthly reports that will chart milestones and capture program performance.

**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

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

Besides acquiring scientific data , we have also engaged community to determine what they wished for; e.g.,

i. Through a collaboration with the Wake Forest School of Medicine, we implemented a series of cooking and nutritional classes for the community. More than 75 participants took part in the classes. Our curriculum was designed by a physician from the Wake Forest School of Medicine, presented by a medical student and will be replicated as we continue to grow our teaching classes.

ii. We have hosted member meetings to encourage dialogue amongst interested members and to engage community support.

iii. SHARE piloted a farmer’s market at the West-Salem Shopping Center. We continue to recruit new farmers, entrepreneurs and other new businesses to our retail space.

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

SHARE wants to increase the attendance at the nutrition classes. We believe further community outreach and grassroots advertising in the community will help to build trust and familiarity which will increase attendance in future classes.

We want to further engage community partners to help spread the word and to help us do better grassroots community organizing in the local neighborhoods to let the community know what we are doing and why.

We want to enhance our presence by further establishing our farmers market. It was first difficult to find a date and time that allowed local farmers to participate (when they did not have other commitments).

There are multiple markets in Winston Salem, but not in our neighborhood. We have already succeeded in bringing fresh local product to this food desert.

There are multiple reasons why this neighborhood is food-insecure; and it will take persistence and continued community outreach to build community trust and the inclusive, diverse community we hope for.

## D. Organizational Capacity

Completed by gw@share-ws.coop on 11/22/2019 2:34 PM

Case Id: 10703

Name: SHARE2020 - 2020/21

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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?**

SHARE-WS, INC. was formed as a nonprofit corporation under North Carolina law to address hunger and food insecurity in Forsyth County, North Carolina. "Food insecurity" means limited or uncertain access to adequate food. Food insecurity is closely related to poverty; neighborhoods with high levels of hunger and food insecurity are typically neighborhoods with low incomes. According to a 2017 study commissioned by the City of Winston-Salem, an estimated 17% of Forsyth County residents experienced food insecurity in 2014.

In early 2017, a cooperative association had been formed ("SHARE Cooperative") to establish a full service grocery store in one of Winston-Salem's food deserts. The goal of the Cooperative is to sell fresh food and groceries at the lowest price possible, to both members of the cooperative and to the general public. The grocery store shall be owned and directed by the members of the cooperative. SHARE Cooperative hopes to open this store in early 2020. The founding documents of SHARE Cooperative provide that any net profits realized by the Cooperative will be distributed to local non-profit organizations, rather than returned as "patronage" to its members. Thus, the Cooperative will not be a "for-profit" business.

A principle purpose of SHARE, INC., is to assist the SHARE Cooperative by promoting its purpose and the resulting food access. Specifically, SHARE, INC., expects to provide publicity about the Cooperative; raise money to assist individuals with limited income to purchase food, and memberships in the Cooperative; and organize the cooking and nutrition classes.

Because of the demographics associated with food deserts, it is particularly important to assist low income residents living in the vicinity of the grocery store to become members. By assisting in the establishment of a member-owned grocery store located in a low-income area, SHARE, INC., will also promote the economic development within the community where the store is located. However, SHARE, INC. will not operate the grocery store, nor will it purchase or sell groceries.

The overall mission SHARE, INC., will also provide education for the Winston-Salem/ Forsyth County community about nutrition, good eating habits, and healthy choices. These efforts will be independent of the SHARE Cooperative grocery store.

#### FUNCTION (5 POINTS)

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

SHARE-WS, INC. was formed in February 2018.

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

SHARE-WS, INC., has organized and hosted “Meet and Greets” in public spaces and held introductory presentations. SHARE-WS, INC., will continue to promote the benefits of food equity and the benefits of being a healthy community.

The initial response was total support of the vision and need for a full-service food market dedicated to providing healthy, fresh and nutritious foods in under-served locations.

Over the long term, our goals include the alleviation of the food deserts (in our backyard) and to serve as a model for similar projects throughout the region and beyond.

**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
Director	His/her work includes providing vision and direction for the organization. The Director will also serve within other similar projects of the organization.	10	20.00 %
Program Coordinator	His/her work will include guiding the executive functions of the organization and managing day-to-day of the available assets.	10	20.00 %
Professional Staff	His/her work will include advising the Program Coordinator concerning the legal and accounting activities and needs of the organization	20	50.00 %
Administrative Staff	His/her work will include managing the office space and the assets within that space.	40	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
Gary Williams	Program Coordinator/Executive Director	\$60.00	33.00 %

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

**Organizational Chart \*Required**

Organizational Chart.pdf

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.**

SHARE-WS, Inc. is committed to diversity and inclusion. In adherence with applicable laws, SHARE-WS, Inc. prohibits discrimination in its employment practices on the basis of race, color, religion, national origin, sex, age, sexual orientation, disability and veteran status.

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	0	0	0	0	0	0
Professionals	0	0	0	0	0	0
Technicians	0	0	0	0	0	0
Office/Clerical	1	0	0	0	0	0
Laborers/Service Workers	0	0	0	0	1	0

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	1	1	0	0	0	0
Professionals	0	0	0	1	0	0
Technicians	0	0	0	0	0	0
Office/Clerical	0	0	0	0	1	0
Laborers/Service Workers	0	0	0	0	0	0

**D.8.**



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

2020 Budget.pdf

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

12

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

12

**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."**

We continue to promote our farmer's market in our space and are eager to establish further relationships with local produce producers and suppliers.

We continue to engage in policy conversations regarding the production, distribution, and sustainable food practices affecting our region.

Our immediate goal, beyond increasing our membership, is to secure further funding to enable implementation of the retail store; Our Harvest Market.

Over the long term, our goals include the alleviation of the food deserts (in our backyard) and to serve as a model for similar projects throughout the region and beyond.

**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?**

SHARE-WS, Inc. is committed to diversity and inclusion. In adherence with applicable laws, SHARE-WS, Inc. prohibits discrimination in its employment practices on the basis of race, color, religion, national origin, sex, age, sexual orientation, disability and veteran status.

## E. Cost Effectiveness

Case Id: 10703

Name: SHARE2020 - 2020/21

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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	\$62,898.00	\$62,898.00	\$62,898.00
Fundraising	\$0.00	\$0.00	\$0.00
Management and General	\$140,000.00	\$140,000.00	\$140,000.00
	<b>\$202,898.00</b>	<b>\$202,898.00</b>	<b>\$202,898.00</b>

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$140,000.00	\$140,000.00	\$140,000.00
Employee Benefits	\$0.00	\$0.00	\$0.00
Facility Rent and Utilities	\$18,158.00	\$18,158.00	\$18,158.00
Training and Conference Registration	\$10,000.00	\$10,000.00	\$10,000.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$4,400.00	\$4,400.00	\$4,400.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$0.00	\$0.00	\$0.00
Capital Outlay	\$30,340.00	\$30,340.00	\$30,340.00
	<b>\$202,898.00</b>	<b>\$202,898.00</b>	<b>\$202,898.00</b>

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$76,198.00	\$76,198.00	\$76,198.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00
Memberships	\$0.00	\$0.00	\$0.00

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Donations	\$126,700.00	\$126,700.00	\$126,700.00
Foundation Grants	\$0.00	\$0.00	\$0.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
	<b>\$202,898.00</b>	<b>\$202,898.00</b>	<b>\$202,898.00</b>

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

n/a

**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	none	\$0.00

**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
none	\$0.00	\$0.00	0
	<b>\$0.00</b>	<b>\$0.00</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.**

SHARE is an evolving organization: We continue to request funding for:

- Capacity building: garnering support for SHARE to increase organizational and community effectiveness (i.e., staff and board development; organizational and resource development planning; core business operations support training, and technology.)
- Program planning: development of specific operating programs within our interest area to further impact strategy.

**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.**

We have the vision, talent, systems, and we are working on securing the necessary capital to keep our work moving forward. We continue to engage in regional policy conversations regarding the production, distribution, and sustainable food practices.

Our immediate goal, beyond increasing our membership, is to secure further funding to enable implementation of the retail store; Our Harvest Market.

Over the long term, our goals include the alleviation of the food deserts (in our backyard) and to serve as a model for

similar projects throughout the region and beyond.

We have the vision, talent, systems, and we are working on securing all of the necessary capital to keep our work moving forward.

**BARRIERS (3 POINTS)**

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

There are multiple reasons why a neighborhood is food-insecure; and it will take persistence and continued community outreach to build community trust and the inclusive, diverse community we hope for.

We believe further community outreach and grassroots advertising in the community will help to build trust and increase attendance in future classes. WE want to further engage community partners to let the community know what we are doing and why.

**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:	76198
Number proposed to be served for the year:	8160
Average City funds per beneficiary:	9.33
Proposed funds from all sources:	202898
Number proposed to be served for the year:	16000
Average total funds per beneficiary:	12.68

## F. Required Documents

Completed by gw@share-ws.coop on 11/22/2019 3:25 PM

Case Id: 10703

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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**

SHARE-WS Conflict of Interest Policy.pdf

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

990N.pdf

**Organization By-Laws \*Required**

Nonprofit Bylaws 2019.pdf

**Articles of Incorporation \*Required**

Share-wsIncArticles of Incorporation.pdf

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

SHARE-WS Organizational policies.pdf

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

501c3.pdf

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

SHAREfinancials.pdf

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

**\*Required**

NCstateNonProfit.pdf

Other

*\*\*No files uploaded*

## G. Community Development Only

Completed by gw@share-ws.coop on 11/22/2019 4:02 PM

Case Id: 10703

Name: SHARE2020 - 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 gw@share-ws.coop on 11/22/2019 4:02 PM

Case Id: 10703

Name: SHARE2020 - 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.
2. Provide a projected timeline for the proposed work.
3. Describe how the project will be managed, including the contractor procurement process.
4. Describe the target market, including any special populations to be served.
5. Describe the services or program you plan to provide.
6. Describe the property management plan.
7. List the development team members.
8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.
9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govmt Funding
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### Documentation

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

*\*\*No files uploaded*

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

*\*\*No files uploaded*

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

*\*\*No files uploaded*

**Operating Budget**

*\*\*No files uploaded*

**Form 990**

*\*\*No files uploaded*

# I. Emergency Shelter Only

Completed by gw@share-ws.coop on 11/22/2019 4:02 PM

Case Id: 10703

Name: SHARE2020 - 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 gw@share-ws.coop on 11/22/2019 4:02 PM

Case Id: 10703

Name: SHARE2020 - 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
	<b>\$0.00</b>	<b>\$0.00</b>

## Submit

Completed by gw@share-ws.coop on 11/22/2019 4:03 PM

**Case Id:** 10703

**Name:** SHARE2020 - 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.

*\*\*Not signed*