

A. Organization & Contact Information

Case Id: 10748
Name: H.O.P.E. of Winston-Salem_2020 - 2020/21
Address: *No Address Assigned

Completed by info@hopews.org on 11/22/2019 10:53 AM

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

H.O.P.E. of Winston-Salem

A.2. Project/Program

Help Our People Eat

A.3. FY 2020-21 Funding Request Amount

\$20,000.00

A.4. Agency's Total Operating Budget

\$357,000.00

A.5. Mailing Address

355 NW Crawford Place Winston-Salem, NC 27105

A.6. Project/Program Location Address

355 NW Crawford Place Winston-Salem, NC 27105

A.7. Organization Website

www.hopews.org

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

2014

A.9. Organization Fiscal Year

July-June

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Scott Best, Executive Director

A.13. Email

scott@hopews.org

A.14. Phone

(336) 816-0801

CONTACT

A.15. Name, Title

Scott Best

A.16. Email

scott@hopews.org

A.17. Phone

(336) 816-0801

BOARD CHAIR

A.18. Name

Nate Atkinson

A.19. Term Expiration

07/01/2020

A.20. Email

nathan@villagejuiceco.com

A.21. Phone

(336) 749-0492

B. Project Overview

Completed by info@hopews.org on 11/22/2019 10:56 AM

Case Id: 10748

Name: H.O.P.E. of Winston-Salem_2020 - 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?

H.O.P.E. of Winston-Salem is dedicated to providing nutritious meals to children at risk of hunger and fresh produce to adults living within designated food deserts throughout Forsyth County. Our mission is to both improve health outcomes by providing access to nutritious food selections and to empower individuals and families to lead healthier lives. We intend to be a conduit where a better quality of calorie gets into the hands of children and adults that need it.

Approximately one in four children live in food-insecure households in Forsyth County. Over 60% of these children are in elementary school. Hunger inhibits brain development and educational performance. A healthier diet at a young age has shown great success in taste preference later in life, which in turn reduces risks of diet-related illness.

This core program, entitled Help Our People Eat, has had extensive success in its first few years in operation. We serve over 1,000 meals and distribute over 1,500 pounds of fruits and vegetable to families each week. H.O.P.E. differentiates itself from other anti-hunger programs in a couple important ways. First, we are dedicated to providing nutritious foods, including fresh produce. We do not provide canned goods, prepared foods or other foods filled with sugar, salt and fat. Also, we are driven by a sense of community. We are supported by individuals and entities of multiple faiths, from the education community, the healthcare system and the private sector. Our volunteer base is all-ages. The engagement of people we serve in our programming is instrumental to its success.

H.O.P.E. of Winston-Salem has recently completed construction on an Operations Facility located in Kimberley Park, in the Boston-Thurmond neighborhood. We now have significant capacity to increase meals and fresh produce distributed to communities in need. We are also involved in a collaborative effort to design and implement a Produce Prescription (RX) Program in 2020. This will involve some key partnerships (more details provided later in application) and the weekly distribution of "produce boxes" to patients diagnosed with Diabetes-related illnesses.

The funding requested will provide direct support to the Help Our People Eat program; in partially covering costs associated with procuring meal supplies and fresh produce.

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

In addition to the nutritional aspect of our food distribution program, access is a key pillar in our service model. We provide meals and produce where the need is. We currently distribute to 29 different schools, community centers, churches and housing developments throughout Winston-Salem. This allows us to bypass the obstacle of transportation faced by so many individuals we serve. Each weekend, our delivery vehicles, supported by a caravan of volunteers, drives to numerous areas of Winston-Salem and directly distributes to children and their families.

We research and understand needs in all the areas we distribute to. We do not require paperwork to be completed by

children or their families, which eliminates another barrier to receiving services provided. Consumption of the food supplies provides direct nutritional benefits to individuals and families we serve. It also helps provide a nutritious meal to a child when resources are tight, which is why we focus on the weekends when school is not in session.

The Produce RX Program will identify patients through the Wake Forest Baptist Health Mobile Clinic, which will provide free health screenings at our operations facility on a weekly basis. Patients will be identified by medical staff and provided an actual prescription for fruits and vegetables. This RX will then be “filled” by HOPE of Winston-Salem.

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?

H.O.P.E. of Winston-Salem currently distributes an average of 1,000 meals each weekend. We also infuse food deserts in Winston-Salem with over 1,500 pounds of fresh produce. This translates to about 325 bags of fresh fruits and vegetables provided to unique, unduplicated families each weekend. We have 29 distribution points throughout the city, many of which are east of I-52. Each site ranges from a few dozen to over a hundred meals on any given weekend. Our default process is that each child receives one meal and each family receives one bag of produce. Although extremely rare, there are times when we have a surplus of meals and may provide more than one to a child. We do see many of the same children and families at our distribution points, so there can be duplication from weekend to weekend.

Due to our recent building construction, we are poised to increase meals and fresh produce to children and families in need. We have recently added sites in the Boston-Thurmond neighborhood and are in conversations on additional sites to be added in 2020. We have the capacity to distribute hundreds more meals and hundreds more pounds of fresh produce.

We are planning to pilot our Produce RX Program in early 2020 with 20 patients, each receiving a produce box on a weekly basis for 6 months. Once we have assessed the pilot project, we intend to increase patients to 50 and “fill” the prescription for 1 year.

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.

H.O.P.E. has carefully chosen the areas of greatest food-insecurity in many of Winston-Salem’s food deserts as sites for distribution. Not only are sources of food at least a mile away, they are often of poor nutritional content or fast food establishments. Most children we serve live in high crime areas where playing outside is simply not feasible, which limits exercise. There is a pervasive sense of isolation where school attendance is the only connection to the outside world. We create strong connections through our delivery of meals and fresh produce. We are a trusted addition to the lives of those we serve and are often the only source of fresh food available to children on the weekends, when school is not in session.

We currently distribute to 29 partner sites located throughout Winston-Salem, including apartment complexes, schools and community centers. Sites are qualified as in need by either residency in subsidized housing and/or local neighborhood average income <200% of the federal poverty level. We have utilized poverty level data & statistics from Forsyth Futures in our planning.

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.

H.O.P.E. of Winston-Salem has specifically targeted the weekends as the most impactful time to execute our meal and produce distributions. Over 30,000 children in the WSFC school system qualify for free/reduced breakfast and lunch at

school. Approximately 60% are in elementary school. The need for a nutritious meal does not disappear on weekends when school is not in session. When a child misses meals over the weekend and goes to school hungry on Monday morning, they are more likely to have trouble focusing, paying attention and retaining information. It is usually not until Wednesday when children that may have missed meals over the weekend catch up to those students that do have sufficient food resources. This puts so many children farther behind in school.

On the produce distribution side of our operation, we distribute in many areas that simply lack access to fresh food, specifically fruits and vegetables. There is a significant population of individuals living on calorie-dense, cheap food that is often lacking in key nutrients and paves the way to many chronic, yet preventable, diseases. Diabetes is expected to cost North Carolina health care system many billions of dollars in the next decade if something is not done to improve dietary habits and resources. This problem is magnified in Forsyth County and in Winston-Salem in households that have children. Introducing fruits and vegetables to children at an early age can help greatly with dietary decisions later in life.

With respect to our Produce RX Program, there has been substantial research into the linkage between diabetes-related illness and diet. Food truly is medicine. Access (both physically and financially) is the key. There is plenty of food available. HOPE is determined to serve as the link to accessing the nutritional food items so important to managing a chronic illness.

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?

Collaboration is a key factor in all aspects of our operation and mission. From sourcing produce to assembling meals, we are engaging partners throughout Forsyth County. Past food, we have connected with organizations to bring educational opportunities to the communities we are serving. We have also invested in transportation and facility assets to position ourselves to be a strong backbone to collective impact efforts in the Boston-Thurmond neighborhood.

Program support comes from numerous sources, including the faith community, the private sector, educational & healthcare institutions, as well as the City of Winston-Salem. We are a proud partner in the THINK Orange Campaign. We have also established working relationships with the Program in Community Engagement at WFU School of Medicine. This partnership will enhance our data gathering, program design and delivery of meals & fresh produce.

With respect to our Produce RX Program, we are working closely with a few partners:

- The Wake Forest Baptist Health mobile clinic seeks to improve the health of uninsured populations by providing community-informed health care in areas with high rates of poverty and food insecurity. The program works with multiple community partners to improve coordination of care.
- Miracle Grounds Network (MGN) locates economic viability at the intersection of education, health, and food through a Community Resiliency platform that links soil health to both SDOH and trauma resiliency. The platform seeks to build a city-wide network of gardens that grow nutrient dense food through the cultivation of mineral rich soil according to the SOP curriculum, featured in a 2019 Pain Magazine article "Story of the Plate: How One Community is Striving to Decrease Pain and Create a Healthier City through Urban Farming & Food."
- Gateway to Success (GTS) is a strategic alliance of the YWCA, WFBH and Novant Health which extends an integrated care model (wellness coach, dietitian, behavioral health specialist) into the YWCA's Wellness Center. GTS focuses on low-income adults with Type 2 diabetes or pre-diabetes and helps them manage disease through exercise and good nutrition.

C. Strategy and Performance

Completed by info@hopews.org on 11/22/2019 12:50 PM

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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):

Livable Neighborhoods

C.2. Select the service area(s) that your project/program relates to:

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

PERFORMANCE (15 POINTS)

C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if original goals provided in C.5. are not achieved.

We look at the impact of the work we do through a variety of lenses. We do have quantitative measures, including numbers of meals provided and pounds of fresh produce distributed. To date, we have provided over 253,000 meals to children in need and over 430,000 pounds of fresh produce to families residing in food deserts. We track food distributed by site and by weekend, which provides for significant learning points to be gleaned from analysis. Frequent written surveys of parents, children and class attendees provide concrete feedback and guidance, while interactions each weekend also serve to guide our operations.

We have also partnered with the Program in Community Engagement to help provide resources that can take on measurement/evaluation duties for the programs we administer and deliver to the community. We have already begun work on our "What a City Eats" project that is meant to help us better understand needs for fresh produce and to enhance what is being distributed to community members.

An assessment of the program's outcomes is done each year so that we can be prepared to alter processes or deliverables. We would take this into account if any goals listed below are not met.

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.

We currently use a rather rudimentary, yet effective, method for data collection, tracking and reporting. We have log forms for all of our routes that manually capture data by site and by weekend. This data is transferred into Microsoft Excel for analysis and reporting purposes. We look at data by week, month, quarter and year. This is instrumental in informing us of trends, changes and growth opportunities at the sites we distribute to.

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
Increase access to nutritious, weekend meals for children at risk of hunger	Distribute nutritious meals to children at current and new distribution points in high-need areas of Winston-Salem	In our previous fiscal year, we distributed over 48,000 meals to children at risk of hunger.	We are currently projected to distribute over 50,000 meals in this current fiscal year	We anticipate growing our weekly meal distribution to an average of 1,200 children each weekend in FY 20-21. This will translate into a 20% increase in unduplicated participants served based on current data.
Increase access to fresh fruits and vegetables for families struggling with food insecurity.	Gain better understanding of desired fruits and vegetables. Execute more targeted sourcing of high-demand fruits and vegetables. Provide educational information (recipes, etc) in the produce bags to increase consumption.	In our previous fiscal year, we distributed, on average, 300 bags of produce each weekend, with each bag containing 5-6 different items. This translates to about 1,500 pounds of produce.	We are currently tracking to a slight increase in produce bags (approx. 325), but have not been able to increase what is packed in the bags.	We anticipate growing our produce distribution to 1,800 pounds per week in the 20-21 fiscal year.
Increase access to fresh fruits and	Establish a Produce Prescription Program	N/A	N/A	We are currently anticipating a pilot of

vegetables within a targeted population of individuals diagnosed with Diabetes-related illnesses.				this program that will involve 20 participants for 6 months, and then grow the program to 50 participants for 12 months.
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C.6. FY 18-19 Program Accomplishments

- Distributed an average of 1,000 meals to children each weekend throughout the year
- Distributed over 70,000 pounds of fresh produce to families struggling with food insecurity
- Completed construction of our Operations Facility in the Boston-Thurmond Neighborhood
- Increased supply lines for fresh produce and established working relationship with the THINK Orange Campaign

C.7. FY 20-21 Key Objectives

1. Increase production and distribution of meals for children at risk of hunger
2. Create programming around educational opportunities that are meant to empower individuals and families
3. Expand our procurement and redistribution of fresh produce; with a focus on expanded working relationships with nearby growers/farmers, community & school gardens and retailers
4. Establish a Produce Prescription Program

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?

H.O.P.E. of Winston-Salem is dedicated to providing nutritious meals to children at risk of hunger and fresh produce to adults living within designated food deserts throughout Winston-Salem. Our mission is to both improve health outcomes by providing access to nutritious food selections and to empower individuals and families to lead healthier lives. H.O.P.E. differentiates itself from other anti-hunger programs in three important ways. First, we are dedicated to providing nutritious foods, including fresh produce. We do not provide canned goods, prepared foods or other foods filled with sugar, salt and fat. Second, we provide meals and produce where the need is. We currently distribute to 26 different schools, faith institutions, community centers and housing developments throughout Winston-Salem. This allows us to bypass the obstacle of transportation faced by so many individuals we serve. Finally, we are driven by a sense of community. We engage with and are supported by individuals & entities of multiple faiths, the education community, the healthcare system and the private sector. Our volunteer base is all-ages. The engagement of people we serve in our programming is instrumental to its success.

We are also designing programming that intends to empower children and families to lead healthier, more economically sustainable lives. We have established a significant set of activities that will take place in our new facility in Kimberley Park that will focus on nutrition/cooking, exercise, reading/math and financial literacy. We are partnering with Kimberley Park Elementary on educational activities as well as homework help in reading & math. We are also partnering with the Speech Bus on literacy circles, Cancer Services for cooking classes and Lululemon for stress-relief activities. We envision our facility to be a pillar of the Boston-Thurmond neighborhood and a connecting point for residents and service providers.

The proposed funding would allow us to fully utilize our storage and production capacity in order to both increase and enhance our distribution of meals and fresh produce. This will allow us to have increased supplies/ingredients on-hand to assemble nutritious meals and enable us to improve the offerings of our produce bags. Targeted purchases of high-demand fruits/vegetables will be able to be made. In terms of our Produce RX Program, we will be able to purchase vegetables that are locally produced (within and around Forsyth County), which will drive economic activity for a growing urban farm community.

FUNCTION (5 POINTS)

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

6 years

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

H.O.P.E. of Winston-Salem is a key resource for children and families throughout our great City. Our distribution points encompass numerous neighborhoods and areas throughout Winston-Salem. Access to a healthy meal for a child and fresh produce for the family enables citizens to live healthier lives. We are very targeted in the food items we provide to community members and are the only organization in the City specifically focused on distributing healthy food items on the weekends. One in four households is food insecure. There is a significant portion of citizens living in high-poverty areas that lack access to fresh food. We are eliminating the transportation obstacle faced by so many individuals in need by distributing directly at apartment complexes, churches, schools and community centers. We are infusing the many "food deserts" in Winston-Salem with fresh fruits and vegetables year-round.

STRUCTURE (5 POINTS)

D.4. In the chart below, list key personnel involved in the proposed project/program.

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Executive Director	Oversees supply line relationships, manages all volunteer recruitment/scheduling, establishes new sites, reports/tracks all program data.	8	0.00 %
Operations Manager	Procures all food supplies, prepares and executes weekend meal assembly and produce packing, manages all vehicle and equipment maintenance.	25	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
Scott Best	Executive Director	\$62,500.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

HOPE of Winston-Salem_Org Chart_2019.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.

H.O.P.E. of Winston-Salem relies heavily on volunteer labor to execute the Help Our People Eat distribution program. Our small staff is supplemented by certain mission-critical activities, such as drivers for our trucks, who are compensated hourly. Our hiring process starts with identifying a need and required funding. If we are in a position to hire, we would promote the opportunity through our marketing channels and partner networks. We are committed to sourcing as many new staff positions as possible from the Boston-Thurmond neighborhood, which is where our facility is located.

Please enter the total number of Full-Time Positions and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	1					
Professionals						
Technicians						
Office/Clerical						
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	1					
Professionals				1		
Technicians						
Office/Clerical						
Laborers/Service Workers		3		1		

D.8.

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

Board Member List_HOPE of Winston-Salem_2019.pdf

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

6

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

3

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."

The Help Our People Eat distribution program has been in operation for nearly 6 years. We are now in a significant growth phase due to the completion of our new operations facility. The infrastructure and processes/logistics are in place to increase meals & fresh produce procured and distributed. We are seeking funding to cover the related increase in costs. We have already begun due diligence needed to add sites to our distribution list.

Our Produce RX Program is a collaborative effort that is expected to kick off in 2020. We are awaiting a few final pieces to be put in place. First, we will have the Mobile Health Clinic from Wake Forest Baptist Health set to begin healthcare screenings in early 2020. We are also establishing relationships with local producers to establish our supply lines and have control over what is being grown for this program. We are quite prepared to initiate a pilot of this program in Spring 2020 and then roll out the full program once additional funding is secured and data has been assessed from the pilot program.

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?

As mentioned earlier in the application, HOPE does not require paperwork or registration of the children who receive meals or the parents/adults that receive fresh produce. This eliminates a huge barrier to participation, especially within the Hispanic/Latino population. We qualify areas, not individual people. All children and adults at our distribution points are eligible to receive food items each time we deliver (every weekend), regardless of whether they participated in the past or not. We do not market our organization as addressing needs of any one type of population group, or any one specific area of Winston-Salem. Our services are truly city-wide and are meant to help all individuals & families struggling with food insecurity.

E. Cost Effectiveness

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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	\$357,000.00	\$357,000.00	\$400,000.00
Fundraising	\$25,500.00	\$25,500.00	\$30,000.00
Management and General	\$105,000.00	\$105,000.00	\$105,000.00
	\$487,500.00	\$487,500.00	\$535,000.00

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$105,000.00	\$105,000.00	\$105,000.00
Employee Benefits	\$0.00	\$0.00	\$0.00
Facility Rent and Utilities	\$20,000.00	\$18,000.00	\$22,000.00
Training and Conference Registration	\$0.00	\$0.00	\$0.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$0.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$4,000.00	\$4,000.00	\$1,000.00
Other Operating Expenditures	\$358,500.00	\$358,500.00	\$407,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	\$487,500.00	\$485,500.00	\$535,000.00

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$0.00	\$0.00	\$20,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00
Memberships	\$0.00	\$0.00	\$0.00

Donations	\$432,000.00	\$432,000.00	\$440,000.00
Foundation Grants	\$55,000.00	\$55,000.00	\$75,000.00
Interest and Investment Income	\$300.00	\$300.00	\$300.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
	\$487,300.00	\$487,300.00	\$535,300.00

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

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	N/A	\$0.00
2018	N/A	\$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
Meal Supplies	\$10,000.00	\$32,000.00	Corporate Grants, Unrestricted donations
Produce for RX Program	\$10,000.00	\$75,000.00	Foundation Grants, Healthcare/Private Sector investment
	\$20,000.00	\$107,000.00	

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.

N/A - this is our first application submitted to the City of Winston-Salem.

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.

Our fundraising plan over the next couple years is focused on two main revenue streams - unrestricted funding and corporate/foundation grant funding. We have established three fundraising events that are set to grow in dollars raised in 2020. We are also focusing a great deal more resources on increasing our work with corporate/family foundations. We experienced nearly 100% growth in operations funding from 2016 - 2018. We have made significant strides in increasing our net new donor population and our donor retention rates. Top funders for our Help Our People Eat program currently include Bank of America, Syngenta, Food Lion, Wells Fargo and Truiliant.

BARRIERS (3 POINTS)

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

As this program is currently in operation, we do not see any barriers that would prevent us from growing the impact

of the program.

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:	20,000
Number proposed to be served for the year:	2000
Average City funds per beneficiary:	10
Proposed funds from all sources:	127000
Number proposed to be served for the year:	2000
Average total funds per beneficiary:	63.50

F. Required Documents

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F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Conflict of Interest Policy_HOPE of Winston-Salem.pdf

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

Form 990_FYE 063018_May 2019.pdf

Organization By-Laws *Required

Bylaws_HOPE of Winston-Salem_Updated 07182018.pdf

Articles of Incorporation *Required

Articles of Incorporation_HOPE of Winston-Salem.pdf

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

Organizational Policy Documents_HOPE of Winston-Salem.pdf

IRS 501(c)3 Designation Letter *Required

501C3 Letter_HOPE.pdf

Audited financial statements or a third-party review *Required

Financial Audit Report_HOPE_FYE 063018.pdf

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

***Required**

Solicitors License.pdf

Other

***No files uploaded*

G. Community Development Only

Completed by info@hopews.org on 11/22/2019 2:15 PM

Case Id: 10748

Name: H.O.P.E. of Winston-Salem_2020 - 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 info@hopews.org on 11/22/2019 2:15 PM

Case Id: 10748

Name: H.O.P.E. of Winston-Salem_2020 - 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*

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 info@hopews.org on 11/22/2019 2:15 PM

Case Id: 10748

Name: H.O.P.E. of Winston-Salem_2020 - 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 info@hopews.org on 11/22/2019 2:15 PM

Case Id: 10748

Name: H.O.P.E. of Winston-Salem_2020 - 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 info@hopews.org on 11/22/2019 2:42 PM

Case Id: 10748

Name: H.O.P.E. of Winston-Salem_2020 - 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.

Scott Best

Electronically signed by info@hopews.org on 11/22/2019 2:42 PM