

## A. Organization & Contact Information

**Case Id:** 10770  
**Name:** Innovative Affordable Housing Plan - 2020/21  
**Address:** \*No Address Assigned

Completed by jgrace2@triad.rr.com on 11/21/2019 12:13 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

The Twenty, Inc.

#### A.2. Project/Program

Innovative Affordable Housing Plan

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

\$200,000.00

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

\$600,000.00

#### A.5. Mailing Address

1611 North Cleveland Avenue Winston-Salem, NC 27105

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

1611 North Cleveland Avenue Winston-Salem, NC 27105

#### A.7. Organization Website

www.thetwentyws.org

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

2018

#### A.9. Organization Fiscal Year

12/31/2019

#### A.10. Federal Tax ID Number

#### A.11. Federal DUNS Number

#### EXECUTIVE DIRECTOR/MANAGER

##### A.12. Name, Title

James Grace, Chairman of the Board

##### A.13. Email

thetwentyteam2017@gmail.com

##### A.14. Phone

(336) 761-0053

#### CONTACT

##### A.15. Name, Title

Alvin Borders

##### A.16. Email

bordersalvin@yahoo.com

##### A.17. Phone

(336) 987-1256

#### BOARD CHAIR

##### A.18. Name

James Grace

##### A.19. Term Expiration

01/01/2018

##### A.20. Email

jgrace2@triad.rr.com

##### A.21. Phone

(336) 414-1534

## B. Project Overview

Completed by jgrace2@triad.rr.com on 11/22/2019 4:12 PM

**Case Id:** 10770

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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?**

Mayor, Allen Joines has declared war on the affordable housing deficit, with an emphasis of closing the gap in the supply of Affordable homes that lower-income residents can afford, estimated at more than 16,000 units. "Ultimately, affordable housing should be the norm. Every family, every individual, should be able to afford a roof over their heads in a safe neighborhood at a price that allows them to still buy food and medicine and save for their future. That is the ultimate goal. That is the American dream.

The Twenty which will be the developer and with 3G development, equity partners as well as partner with the Home Buyer Education and assistance programs in Forsyth County; which includes the City of Winston Salem Housing Authority, Forsyth County Affordable Homeownership Opportunity Program (AHOP), and Financial Pathways of the Piedmont for Home Ownership, and Experiment in Self Reliance (ESR). The Twenty's collaboration with these existing Home Buyer Education programs insists that more low-income qualified buyers will be able to complete the process and be able to purchase affordable homes within a reasonable time span without staying on the waiting list. Overall there are more than 100 clients that enroll in these programs every year.

Community professionals make use of the Home Buyer Education programs by making themselves available to assist potential home buyers. These professionals include, but are not limited to, loan officers, realtors, insurance agents, title companies, and home inspectors. Mortgage partners include: BB&T Mortgage Company, City of Winston Salem and Business Development Department, Fairway Independent Mortgage Corporation, Wells Fargo, Financial Pathways of the Piedmont, Mechanics and Farmers Bank, U.S Department of Housing and Urban Development (HUD), Bank of America, Forsyth County Department of Housing

Participants will be invited to meetings where they can view potential property and housing designs developed Architects and Engineers. After agreements the Affordable Home will be built to specifications and potential price points.

Project Summary:

Who we serve: The Twenty proposes to serve one hundred (300) families with incomes at 80 percent or below the Area Median Income are considered "lower-income" families, while those at 50 percent or below the AMI are classified as "very low income."

How Much Requesting: \$200,000

Professional Fees \$25,000, Land Development \$25,000, Construction Cost \$140,000, Training \$10,000

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

2 of 21

**from participation?**

Home Buyer Education and assistance programs in Forsyth County; which includes the City of Winston Salem Housing Authority, Forsyth County Affordable Homeownership Opportunity Program (AHOP), and Financial Pathways of the Piedmont for Home Ownership, and Experiment in Self Reliance (ESR), will refer potential clients that have been prepared through their programs.

**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?**

Twenty five (25) participants could be served at any one time, one hundred (300) participants could be served during a program 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.**

Who we serve: The Twenty proposes to serve one hundred (300) families with incomes at 80 percent or below the Area Median Income are considered “lower-income” families, while those at 50 percent or below the AMI are classified as “very low income.”

**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.**

Affordable housing

**COLLABORATION (6 POINTS)**

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

The Twenty has established a partnership with Carver High School-Academy of Hospitality and Tourism and the Academy of Information and Technology. This partnership will increase the organizations administrative capacity as well as add expertise from our diverse community. The school has 200 Students the students will participate in the twenty (20) committees giving input into the Economic Development of Winston Salem.

The Twenty, Inc., of Winston-Salem, Greensboro, and High Point will recruit fifty local non-profit organizations to become members of NCRC before December 31, 2019. These new members will also comprise the Triad Community Reinvestment Coalition (TCRC); drawing members from Winston-Salem, Greensboro, and High Point and the five-county Metropolitan Statistical Area (MSA). Our plan calls for a total of 100 members by January 1, 2021. The Twenty has made affordable housing the means and end to which community focus and energy will be applied. Crucial to this effort is a need for a viable project that has been vetted through the development process: pre-development, planning, technical assistance, feasibility, construction management and financial expertise. This plan of Affordable Housing will increase the tax base of the City by providing tax payers with affordable housing on property previously unused in the city of Winston Salem.

## C. Strategy and Performance

Completed by jgrace2@triad.rr.com on 11/22/2019 9:49 AM

Case Id: 10770

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### C. Strategy and Performance

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Please provide the following information

#### STRATEGY (5 POINTS)

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

Livable Neighborhoods

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

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

#### PERFORMANCE (15 POINTS)

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

Monitoring will be performed for participation and satisfaction. Meetings with Community partners and pre-qualified participants choosing the type of housing they would like and pre-qualify for. Meeting with the building crew(s) and Home production teams to schedule delivery and building of the 1100 to 1244 square foot, 3 bedrooms, and 2 ½ bath home.

Make applicable adjustments for program success, which may mean building less housing or talking to more participants

**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.**

Microsoft Professional Manager (MPM) s a construction management system for tracking participant, qualifying

potential owners, counseling and tracking progress goals for home builders, specialty and general contractors developing affordable housing. It combines project scheduling, project management, financial management, customer management and service management in a single suite. As a cloud-based platform, this system can be accessed online with a computer or mobile device.

MPM provides pre-sale tools including a built-in customer relationship management (CRM) system, bids and proposals. Project management tools include scheduling, budgeting, time sheets and more.

**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
Provide quality living (10 Affordable Housing Units) for 10 families in a low to moderate income section of Winston Salem, NC	Build 10 Affordable Housing Units	Organized 20 committees to participate in Community Development	NCRC - Just economy conference 150 participants  TCRC - recruited 25 non-profit organization to be members  Identified SIP professional	Complete 10 Affordable Housing Units
Identify qualified client pool	Meet with (50) Potential client from 100 potential Client Pool	N/A	Met with Homebuyers Education Partners	Identify Potential Clients lot and Housing Plan identification and connectio

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

The Twenty Capacity Organizing Efforts

The Just Economy National Community Reinvestment Coalition, (NCRC) Staff and President

Date: 6/30/2018

Purpose: Bringing together Winston Salem Civic leaders, Business Leaders, Non-profits, and leadership from the NCRC (National Community Reinvestment Coalition) out of Washington D.C. to determine community needs and address means of resolving them. Participation: 150 Individuals

Saltbox Date: 7/21/2018

Purpose: Follow-up to the Just Economy facilitated Breakout groups for the twenty committees that make up The Twenty. Established chair positions and determined how the committees would work together.

Participation: 50 Individuals

The Sabbath Economy Date: 12/8/2018

Purpose: Brought Civic and Religious leaders together with faith-based non-profits and the business community for a panel-led discussion on the role of faith and commerce in the well-being of a community.

Participation: 15 Individual organizations

5. 311 Corridor Businesses at Tony's Date: 12/27/2018

Purpose: Bringing together business owners who operate in the 311 corridor, a marginalized community, for a holiday gathering, discussed new projects and current opportunities to enhance the community by working together.

Participation: 25 Local Businesses

6. Non-profit Community Forum at Goodwill 1 Date: 6/6/2019

Purpose: First meeting with local non-profit organizations to discuss community reinvestment activities and announcements resulting from the BB&T and SunTrust merger, discussed the community benefits agreement.

Participation: 10 Non-profit organizations

7. Non-profit Community Forum at Goodwill 2 Date: 8/14/2019

Purpose: Second meeting with local non-profit organizations to discuss community reinvestment activities and announcements resulting from the BB&T and SunTrust merger, discussed the community benefits agreement.

Participation: 25 Non-profit organizations

8. Non-profit Community Forum at the Winston Salem Urban League Date: 10/10/2019

Purpose: Organizational meeting to bring non-profits together in order to join NCRC and galvanize their interests in order to collaborate on various projects that can improve our community. This will allow more effective use of CRA laws as they apply to our community.

Participation: 50 Non-profit organizations

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

Lay out Housing Plan

Meet with Community partners from Home Buyer

Develop Relationships with Elected Officials

Secure more Equity Partners

The Twenty which will be the developer and with 3G development, equity partners as well as partner with the Home Buyer Education and assistance programs in Forsyth County; which includes the City of Winston Salem Housing Authority, Forsyth County Affordable Homeownership Opportunity Program (AHOP), and Financial Pathways of the Piedmont for Home Ownership, and Experiment in Self Reliance (ESR). The Twenty's collaboration with these existing Home Buyer Education programs insists that more low-income qualified buyers will be able to complete the process and be able to purchase affordable homes within a reasonable time span without staying on the waiting list. Overall there are more than 100 clients that enroll in these programs every year

## D. Organizational Capacity

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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?**

"THE TWENTY" is composed of business individuals possessing decades of experience in entrepreneurial endeavors, executive leadership and management experiences. Our unique and competitive, value-added approach to community economic development is centered in our commitment to understand and influence the creative mindset needed to address problems in marginalized and disenfranchised communities, with culturally sensitive and productive solutions. We have an established record of youth engagement that is inclusive by connecting the "wisdom of the elders" with the energy, potential and development of youth in ways that benefit their future and reward society.

The Twenty will partner with 3G Development, Inc. to build affordable housing using Structural Insulated Panels. The new partnership will be called the Innovative Affordable Homeownership Program (IAHP). The goal IAHP is to construct single-family and multi-family housing utilizing Structural Insulated Panels (SIPs) that is affordable and meet the STAR rating guidelines for energy efficiency. IAHP is a new start-up business with owners and key players with over 75 years of construction and development experience.

IAHP is positioning itself to negotiate 100 lots from the city of Winston-Salem under the proposed land disposition plan. Eighty percent of the land is in East Winston; the area of town where the demand and need are highest, especially for those needing affordable housing. Our strategy is not exclusively dependent upon land acquisition from a sole source and is market driven.

#### FUNCTION (5 POINTS)

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

the organization has been in operation 5 years, it has been incorporated 2 years

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

Mayor, Allen Joines has declared war on the affordable housing deficit, with an emphasis of closing the gap in the supply of Affordable homes that lower-income residents can afford, estimated at more than 16,000 units. "Ultimately, affordable housing should be the norm. Every family, every individual, should be able to afford a roof over their heads in a safe neighborhood at a price that allows them to still buy food and medicine and save for their future. That is the ultimate goal. That is the American dream.

Affordable housing needs is 1st on the list of Strategies

Livable Neighborhoods

- Strategy 2.2.1: Implement policy to use City-wide vacant lots for affordable housing development-The local city council is preparing to sell 400 properties, ninety percent is vacant land. The Twenty has positioned itself to acquire a minimum of 100 lots to build affordable housing over the next 5 years. This would add an additional \$10M to the needed housing stock. The Twenty is negotiating to acquire more property from the city's portfolio.
- Strategy 2.2.9: Create long-term goals for affordable housing unit production-The Twenty partnership would be ideal to assist in the Affordable Housing Strategy Using Structural Insulated Panels that could be built quickly and efficiently lowering energy cost for the Home Buyer.

**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
Project Manager	Supervises all construction and training activities. Is responsible for sub-contractors performance, installation of proper methods for SIP construction and specifications	40	50.00 %

**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
James Grace	Org/Project Manager	\$0.00	0.00 %
Alvin Borders	Project Liaison	\$0.00	0.00 %
Georgia Smith	Office Manager	\$20,000.00	75.00 %
Perry Cabean	Financial Equity Partner	\$0.00	0.00 %

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

**Organizational Chart \*Required**

IVHP CHART 2.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.**

Diversity of Employment Information

Our hiring process is centered around the concepts of diversity and inclusion. We will work closely with Historically Black Colleges and University to obtain talent for open positions. Our job requisitions will also be sent out to the North Carolina Employment Security Commission, Goodwill Industries in addition to general employment websites like Monster.com. Our human resource activities focus on three areas: Recruitment, Training and Development, and Retention. Our interview process will begin with screening prospective candidate resumes. Next, senior leadership will conduct personal phone conversations after resumes have been screened. Face to face interviews will be held for those candidates that stand out in the phone conversations. Finally, top candidates will be brought back in for final interviews if necessary. Official job offers will be extended to the best candidates.



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

Twenty LIST IAHP .docx

**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**

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."**

Meet with project partners such as General Contractors, Equity Partners, Project Manager, Project Liaison and Home Buyer Education Programs to formulate 20/21 strategy

Key Contingencies

1. Availability of Property
2. Qualifications of applicants
3. Approval of Housing and Engineering Designs

**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?**

### Employment Profile

**Professional Project Manager** The role of the project manager is to design, construct, and facilitate the building of the homes under the adherence of the plans determined by the engineer. The project manager is a full-time employee responsible for the daily progress and coordination of sub contractors and the is responsible for the proper construction techniques of SIP construction. This person is tasked with monitoring project management schedules each day and will coordinate scheduled delivery of each house from the plant.

**Office Manager:** This individual is responsible for coordinating construction site activity with the project manager. Facilitating meetings between developers, inspectors, and site managers. Has the responsibility of all financial disbursements and payment of invoices. Will manage all activity of the office and support staff.

## E. Cost Effectiveness

Case Id: 10770

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Address: \*No Address Assigned

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### E. Cost Effectiveness

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Please provide the following information

#### BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$6,438.99	\$6,438.99	\$1,400,000.00
Fundraising	\$2,800.00	\$2,800.00	\$25,000.00
Management and General	\$0.00	\$0.00	\$50,000.00
	<b>\$9,238.99</b>	<b>\$9,238.99</b>	<b>\$1,475,000.00</b>

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$0.00	\$0.00	\$32,500.00
Employee Benefits	\$0.00	\$0.00	\$8,320.00
Facility Rent and Utilities	\$0.00	\$0.00	\$10,000.00
Training and Conference Registration	\$2,238.55	\$2,238.55	\$7,500.00
Membership and Dues	\$1,200.00	\$1,200.00	\$5,000.00
Travel and Transportation	\$2,650.44	\$2,650.44	\$5,000.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$20,000.00
Contracted Fundraising Services	\$1,500.00	\$1,500.00	\$15,000.00
Goods Purchased for Resale	\$400.00	\$400.00	\$6,000.00
Other Contracted Services	\$1,000.00	\$1,000.00	\$35,000.00
Other Operating Expenditures	\$250.00	\$250.00	\$680.00
Capital Outlay	\$0.00	\$0.00	\$1,330,000.00
	<b>\$9,238.99</b>	<b>\$9,238.99</b>	<b>\$1,475,000.00</b>

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	\$200,000.00
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	\$1,250,000.00
Memberships	\$3,250.00	\$0.00	\$0.00

11 of 21

Donations	\$2,800.00	\$0.00	\$0.00
Foundation Grants	\$0.00	\$0.00	\$25,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$3,188.99	\$0.00	\$0.00
	<b>\$9,238.99</b>	<b>\$0.00</b>	<b>\$1,475,000.00</b>

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

Food subsidy for trainees in SIP program.

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

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
	\$200,000.00	\$25,000.00	Sale of 10 Houses
	<b>\$200,000.00</b>	<b>\$25,000.00</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.

We would serve less people and build less houses

#### 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 would be more self-sustaining to build affordable housing absent city funding

#### BARRIERS (3 POINTS)

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

Barriers:

Land Development-May have to build at less expensive sites

Building Cost-Building Cost could increase

Community Perception-May have negative perception of project intentions, have to further educate community

#### 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:	200,000
Number proposed to be served for the year:	300

Average City funds per beneficiary:	667
Proposed funds from all sources:	1,475,000,000
Number proposed to be served for the year:	300
Average total funds per beneficiary:	4916

## F. Required Documents

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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**

Article 9 Conflict of Interest and Compensation Approval Policies.docx

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

990 EZ IRS FORM20190618\_18175258.pdf

**Organization By-Laws \*Required**

BYLAWS 10-30 C.docx

**Articles of Incorporation \*Required**

02152019032231\_IVd9b10d5863704b5da616e4b43397ad77.pdf

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

TWENTY POLICIES .docx

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

img. 501 c 3 .pdf

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

Scannable Document.pdf

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

**\*Required**

ARTICLES OF INCORP. .doc

STATUE NC ORG

**Other**

FY 21 The Twenty Eligibility Review.docx

## G. Community Development Only

Completed by jgrace2@triad.rr.com on 11/22/2019 4:34 PM

Case Id: 10770

Name: Innovative Affordable Housing Plan - 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	50
31% to 50% of median	75
51% to 80% of median	125
Greater than 80% of median	50

**2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants**

The Homebuyers education program have policy and procedures that assist with qualifying buyers.

**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.**

To assist LMI participants with the American dream of ownership.



## H. Construction/Rehab Only

Completed by jgrace2@triad.rr.com on 11/22/2019 4:35 PM

Case Id: 10770

Name: Innovative Affordable Housing Plan - 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 jgrace2@triad.rr.com on 11/22/2019 4:35 PM

Case Id: 10770

Name: Innovative Affordable Housing Plan - 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 jgrace2@triad.rr.com on 11/22/2019 4:36 PM

Case Id: 10770

Name: Innovative Affordable Housing Plan - 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 jgrace2@triad.rr.com on 11/22/2019 4:36 PM

**Case Id:** 10770

**Name:** Innovative Affordable Housing Plan - 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.

James R. Grace

Electronically signed by jgrace2@triad.rr.com on 11/22/2019 4:36 PM