

# A. Organization & Contact Information

**Case Id:** 11079  
**Name:** ESR CDBG 21-22 - 2021/22  
**Address:** \*No Address Assigned

Completed by shadowe.magaraci@eistr.org on 10/27/2020 1:04 PM

---

## A. Organization & Contact Information

---

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

### A.1. Organization Name

Experiment In Self-Reliance Inc.

### A.2. Project/Program

CDBG 21-22

### A.3. FY 2021-22 Funding Request Amount

\$95,000.00

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

\$2,435,047.00

### A.5. Mailing Address

PO Box 135 Winston-Salem, NC 27102

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

3480 Dominion St. Winston-Salem, NC 27105

### A.7. Organization Website

www.eistr.org

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

1964

### A.9. Organization Fiscal Year

July 1 - June 30

### A.10. Federal Tax ID Number

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Twana Roebuck, Executive Director

#### A.13. Email

twana.roebuck@eistr.org

#### A.14. Phone

(336) 714-9237

### CONTACT

#### A.15. Name, Title

Twana Roebuck, Executive Director

#### A.16. Email

twana.roebuck@eistr.org

#### A.17. Phone

(336) 714-9237

### BOARD CHAIR

#### A.18. Name

Rebecca Bender

#### A.19. Term Expiration

02/28/2021

#### A.20. Email

rbender@intothearts.org

#### A.21. Phone

(336) 978-4134

## B. Project Overview

Completed by shadowe.magaraci@eistr.org on 11/17/2020 2:39 PM

Case Id: 11079

Name: ESR CDBG 21-22 - 2021/22

Address: \*No Address Assigned

---

### B. Project Overview

---

Please provide the following information

#### APPROACH (7 POINTS)

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

This program provides case management to homeless and formerly homeless clients served in ESR's Housing Services program. Our goal is to provide case management and supportive services to 150 (minimum) homeless/formerly homeless households, locate housing placements, and provide connections to mainstream services as appropriate.

The requested funding provides portions of salaries, fringe and administrative support for program case management staff.

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

Participants in our Housing Services Program are referred to ESR through the Community Intake Center. After enrollment, participants work with a case manager to overcome barriers to successful housing, and every effort is made to place them in permanent housing. Possible services include client assistance (rent, food, etc.), personal counseling, financial counseling, connections to community resources for employment assistance and education, and more.

B.3. Below, please provide anticipated service metrics into the appropriate fields.

**Where applicable, applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings. If applicable and serving individual clients over a period of time.**

**Average Number of Participants Served at a Single Time**

130

**Maximum Number of Participants to Be Served at a Single Time**

150

**Unduplicated Total Number of Participants to Be Served During the Program Year**

175

#### 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.**

Printed By: Rene Williams on 12/11/2020

Our Housing Services program provides case management services to families and individuals who meet the HUD homelessness criteria. The targeted population consists of homeless residents who meet HEARTH Act criteria (95%), and homeless residents living in shelters or on the streets.

The population is 75% female- and 25% male-headed households. All (100%) of those actually served by the program are below the federal poverty level. Seventy-five percent (75%) of those served are between 20 and 41 years of age. On average, about 50% of our target population has suffered job loss that precipitated their homeless circumstance.

**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.**

ESR's Housing Services seeks to address the lack of access to stable, affordable housing for low wealth households. The lack of actual housing that is accessible by low income families is a large problem facing our community. In addition to this lack, many members of this population face barriers that they may not be able to overcome without assistance. For example, many of our homeless clients are often less educated than average, with fewer marketable skills. This lack of skills makes finding and keeping employment that pays a living wage difficult for most and impossible for some. This translates to an inability to meet financial obligations, including rent, and ultimately to homelessness. ESR's programs address this need by aiding clients in improving their ability to access stable housing if they choose, and by assisting them in locating and obtaining housing through collaboration with other housing service providers and providers of essential services.

City-Data.Com (<http://www.city-data.com/poverty/poverty-Winston-Salem-North-Carolina.html>) provides an interesting look at poverty in our community.

**COLLABORATION (6 POINTS)**

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

ESR is part of the local CoC. Every phase of our service provision is created to take advantage of the areas of service in which our partners excel, and to provide equally appropriate and cost-effective services to clients of our partner agencies as necessary. We collaborate with a range of organizations that help meet the needs of our clients, including the Community Intake Center, Forsyth County Housing, The Salvation Army, area shelters and private landlords for immediate (emergency) and permanent housing, greeNest for furnishings, Goodwill for low cost education and employment assistance, and the faith community and Crisis Control for immediate emergency food needs. The Downtown Health Plaza helps provide health services for our clients.

Of these, only the Community Intake Center and our funding sources have direct impact on performance measures. The other collaborations are crucial referral partners for services our clients may require to remain stable that ESR does not provide, however, so they do impact the success and stability of our clients. We take availability of services into consideration when planning and reviewing performance of the program, and when updating our agency's Strategic Plan.

# IDIS Setup

No data saved

**Case Id:** 11079

**Name:** ESR CDBG 21-22 - 2021/22

**Address:** \*No Address Assigned

---

## IDIS Setup

---

Please provide the following information

**Project Name**

**National Objective**

**Activity Number ID**

**HUD Activity Code**

**Project Description**

**Accomplishment Type**

**Initial Application Date**

**Service Area**

**Ward**

**Census Tract(s)**

**Block/Group**

**MWBE**

## C. Strategy and Performance

Completed by shadowe.magaraci@eistr.org on 11/18/2020 4:33 PM

Case Id: 11079

Name: ESR CDBG 21-22 - 2021/22

Address: \*No Address Assigned

---

### 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 the stated program goals provided in C.5. are not achieved.**

Monthly, quarterly, and annual reporting allows ESR to monitor trends in program performance, and determine the causes if goals are not achieved. If necessary, program processes can be altered to support goal attainment: additional activities can be created to meet program needs, or activities that are no longer serving the goals can be eliminated. If appropriate, goals can be adjusted to align with funder expectations and the needs of the homeless community.

**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.**

HMIS/MCAH provides robust tracking and monitoring tools at the client level. From these, Housing staff creates monthly, quarterly, and annual reports at the agency level for the management team, the Board of Directors, and funders.

Printed By: Rene Williams on 12/11/2020

5 of 24

**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.**

**Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.**

<b>Stated Program Goals</b>	<b>Program Activities in Support of Goals</b>	<b>FY 19-20 Previous Year Results</b>	<b>FY 20-21 Current Year Projected Results</b>	<b>FY 21-22 Next Year Anticipated Results</b>
House 30 homeless households in ESR managed facilities.	Case managers provide housing placement and supportive services to help clients become stable.	We provided housing for 42 households in ESR managed facilities during 19-20.	We have housed 21 so far, so anticipate that we will meet our goal of 30 households.	We expect to house 30 homeless households in ESR managed facilities.
80% of CDBG client households will exit into positive destinations.	Case managers provide housing placement and supportive services to help clients become stable.	92% (11 of 12) exiting CDBG clients left the program either into new positive housing destinations, or they remained stable in their housing as of the time they exited the program.	Availability of housing during COVID is even more difficult for our clients, so we are not exiting as many people to new destinations. We expect to get 80% of CDBG client households into positive housing destinations but it may be more difficult than non-pandemic years.	80% of CDBG client households will exit into positive housing destinations.
Provide educational & limited financial supports to 30 households to improve housing sustainability.	Case managers connect clients with educational opportunities to increase their ability to sustain their housing placements. Financial supports (rent, food, transportation, etc.) can be provided to	We provided educational support to 30 households, and financial support to 16 households to increase housing sustainability.	We will provide educational support to 30 households, and financial support to 20 households to increase housing sustainability.	Provide educational & limited financial supports to 30 households to improve housing sustainability.

	increase stability.			
We will continue to meet the needs of households impacted by COVID-19, and maintain 80% of CDBG client households in positive destinations, whether in ESR sites or in the community at large.	Case managers provide housing placement and supportive services to help clients remain stable. Continue collaborative efforts with new CoC programs including prevention, diversion, and emergency assistance.	This is a new activity initiated in response to COVID-19, therefore has no prior year results.	We anticipate that 80% of our current CDBG client households will remain in stable housing or exit to positive housing destinations.	We anticipate that 80% of our CDBG client households will remain in stable housing or exit to positive housing destinations.

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	166	302
FY 20-21 Current Year Projected Results	175	300
FY 21-22 Next Year Anticipated Results	175	300

**C.6. FY 19-20 Program Accomplishments**

The Housing Program continues to evolve according to changes within HUD/HEARTH Act. Also as a collaborative partner with our current COC/CIC partnerships with Winston-Salem/Forsyth County we are a part of the community's local homeless crisis response system as a coordinated system of homeless assistance options. We continue to strive to strengthen our local system by considering changes to our goals to permanent housing placement. CIC operations, increased training opportunities for all CIC providers, improved HMIS accessibility, acting on diversion opportunities (voucher programs and other diverse temporary financial assistance options) for the community have all been successful activities in which we have participated.

**C.7. FY 21-22 Key Objectives**

Our primary objective is to meet or exceed our service level of 175 households, and to assist at least 80% of those households in obtaining permanent housing. We will continue to improve ESR's ability to meet emergency housing needs such as burnouts and emergency evictions. We will strive to sustain our program effectiveness outcomes to better than 50%, to continue to stress supportive services, to monitor our housing services expenditures closely to ensure efficient use of funds; and to continue to assist in meeting new challenges related to the homeless population in Winston-Salem.

All of our Housing case managers are now able to work with clients who receive permanent supportive housing supports, which expands the number of clients we can house in our facilities from including only the clients at Burton Street, to clients in Burton Street, Fifth Street and Fifth Street II shelters. However, because the Fifth and Fifth II

shelters are permanent supportive housing, there will be very little movement in the course of a year. Therefore, while the total number of clients housed in our facilities will remain roughly the same, the number of unduplicated clients may decrease because only Burton Street will show significant movement.



## D. Organizational Capacity

Completed by shadowe.magaraci@eisr.org on 11/17/2020 4:12 PM

Case Id: 11079

Name: ESR CDBG 21-22 - 2021/22

Address: \*No Address Assigned

---

### D. Organizational Capacity

---

Please provide the following information

#### MISSION (5 POINTS)

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

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

ESR's programs address the needs of low-income residents of Winston-Salem/Forsyth County in a variety of life circumstances. Our Self-Sufficiency Program promotes asset building and education as tools to improve the lives of low-income residents of Winston-Salem and lift them above the Federal Poverty Guidelines. The Self-Sufficiency program assists clients in completing their educational goals so that they can obtain higher-paying employment that offers healthcare and other benefits.

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

Our IDA (Individual Development Account) Program helps low-income residents gain financial literacy skills on their way to becoming first-time homeowners or small business entrepreneurs, or working toward post-secondary education goals. IDA clients take a deeper interest in their community as well as increasing the tax base.

The Forsyth Free Tax (VITA) program provides residents with free tax preparation services at several VITA sites during the tax season and offers assistance with tax issues and tax preparation (including prior-year and amended tax return preparation) during the rest of the year. Participants save on tax preparation fees and are encouraged to use their refunds responsibly. Additionally, The Forsyth Free Tax program helps low-income residents of Winston-Salem/Forsyth County connect with other services they may find of value, such as services provided by the City, County, ESR, churches, and other community agencies.

#### FUNCTION (5 POINTS)

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

ESR was chartered in 1964, and has served the low income community of Winston-Salem/Forsyth County for 56 years.

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

As a part of the City's coalition for housing stabilization both for homeless and non-homeless residents, ESR serves the

City in economic development and growth. The City's support of the IDA program has helped us bring back the small business component of the program, wherein new entrepreneurs develop a business plan in concert with Forsyth Tech and the Innovation Quarter and complete a 10-month economic literacy class, which gives them the potential for a better long-term outcome. These new small businesses increase the City's wealth, both monetarily and culturally, through the diversity they express.

ESR's program graduates become long-term taxpaying residents who are no longer dependent on welfare assistance and become active participants in the City's local economy. This also has an impact on the crime level associated with homeless populations. Our programs help low income and homeless participants increase their education levels, employment, income, and housing stability. This can have a positive impact on crime rates and tax revenues. Improvements in education, higher employment rates, and basic job skills benefit the City in economic development with a better-educated and more invested workforce.

ESR has operated the Housing program for more than twenty years. It has been highly successful in assisting working homeless residents of Winston-Salem/Forsyth County in finding standard, affordable housing, and helping them maintain their housing placements through education and supportive services. As needs and trends shift within the community, ESR's Housing program has changed to meet the need. We traditionally rise to meet the challenges of changing needs in the community, often taking lead roles in innovative programs at the request of the City.

Through the years, the City and ESR have worked together to improve the lives of thousands of Winston-Salem/Forsyth County residents. ESR has traditionally stepped up as the City develops or requests new concepts for programs as a partner or to pilot projects, and we are grateful for the City's continued support. We believe this is a very productive partnership, and look forward to continued support from the City.

**STRUCTURE (5 POINTS)**

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Permanent Housing Case Manager x 2	Meetings with clients, reporting and tracking	36	50.00 %
Housing Services Manager	Supervision of Housing staff, reporting, networking with housing service providers	36	50.00 %
Orientation Specialist	Intake services for new Housing clients	36	25.00 %
Reception/Resource & Referral	First contact, information for new Housing clients and potentials	40	25.00 %

**D.5. List all executive staff and their compensation (other than per diem).**

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Twana Roebuck	Executive Director	\$96,378.00	0.00 %
Debra Perkins	Senior Finance Director	\$78,307.00	0.00 %
Fred Bazemore	Director of Agency Operations	\$57,337.00	0.00 %
Victoria von Dohlen	Development and Agency Relations	\$43,444.00	0.00 %

	Manager		
--	---------	--	--

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

**Organizational Chart \*Required**

ESR 7-2020 Org Chart - No Names.docx

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

**Describe the hiring process and how it is structured to provide the most diverse candidate pool.**

Experiment in Self-Reliance is an Equal Opportunity Employer. It has an established Equal Employment Policy that states it is the policy of ESR that no person shall be denied a job opportunity on the grounds of age, disability, national origin, pregnancy, race/color, religion, or sex. When a job vacancy becomes available the position is posted internally for two days. If there are no interested parties internally, the position is posted for two (2) weeks to allow external applications to be submitted. The posting is publicized to major employment components such as the Workforce Solutions of NC, as well as the Spanish League, Human Relations Commission, United Way, and Qué Pasa Newspaper, The Chronicle, and the Winston-Salem Journal. Additionally, we post job openings to our website and social media, and web-driven employment sites such as Monster or Indeed.

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		1		2	1	
Professionals	1	3		3	14	1
Technicians						
Office/Clerical						
Laborers/Service Workers		1				
Total Full-Time						

**Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below**

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals				1	2	
Technicians		1				
Office/Clerical					1	
Laborers/Service Workers					2	
Total Part-Time/Temp						

**D.8.**

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

Board Roster 10-21-20 (for city apps).docx

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

10

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

8

**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."**

All ESR projects are currently running well. City funding will support ESR's continued impact in the low-income community by providing operations funding. Funding from the city provides continued support of ESR's work with Winston-Salem's low-income population, including work with some of the City's most vulnerable residents. ESR's programming helps provide lower wealth residents of Winston-Salem with services and opportunities to empower them to remove themselves from the cycle of poverty.

**D.12. How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?**

It is Experiment In Self-Reliance, Inc. (ESR) policy that no person shall, on the grounds of race, color, national origin, or gender, be excluded from participation in, be denied the whole or in part with funds made available under the Community Services Block Grant. Any prohibition against discrimination on the basis of age under the Age Discrimination Act of 1975 or with respect to an otherwise qualified handicapped individual as provided in Section 504 of the Rehabilitation Act of 1973 shall also apply to any such program or activity. ESR does not discriminate in housing on the basis of race, color, religion, sex, national origin, familial status, or disability. Further, ESR allows reasonable modifications to accommodate persons with disabilities if such do not already exist. ESR does not exclude from housing based solely on the existence of a criminal history of arrest or conviction; however, ESR reserves the right to make housing decisions that best protect its property and other residents therein. These policies inform all of our marketing and outreach, and all activities where inclusion is a consideration. All materials that carry our logo also carry our equality statements.

Our appeals policy is also based in fair and equal treatment and access to redress for grievances.

## E. Cost Effectiveness

Case Id: 11079

Name: ESR CDBG 21-22 - 2021/22

Address: \*No Address Assigned

Completed by shadowe.magaraci@eistr.org on 11/18/2020 1:43 PM

---

### E. Cost Effectiveness

---

Please provide the following information

#### BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$1,685,529.00	\$2,009,896.00	\$2,018,605.00
Fundraising	\$25,824.00	\$25,824.00	\$26,000.00
Management and General	\$399,327.00	\$399,327.00	\$403,503.00
<b>Total Expenditures by Program</b>	<b>\$2,110,680.00</b>	<b>\$2,435,047.00</b>	<b>\$2,448,108.00</b>

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$1,229,864.00	\$1,275,816.00	\$1,279,992.00
Employee Benefits	\$363,715.00	\$372,690.00	\$372,690.00
Facility Rent and Utilities	\$189,507.00	\$179,109.00	\$181,009.00
Training and Conference Registration	\$5,425.00	\$5,425.00	\$5,000.00
Membership and Dues	\$2,655.00	\$2,655.00	\$2,800.00
Travel and Transportation	\$15,432.00	\$15,432.00	\$14,500.00
Grants to Individuals and Organizations	\$117,863.00	\$396,690.00	\$405,850.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$42,959.00	\$44,580.00	\$44,580.00
Other Operating Expenditures	\$143,260.00	\$142,650.00	\$141,687.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$2,110,680.00</b>	<b>\$2,435,047.00</b>	<b>\$2,448,108.00</b>

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$780,160.00	\$650,211.00	\$642,623.00
Forsyth County	\$134,889.00	\$75,394.00	\$75,394.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$720,352.00	\$1,228,976.00	\$1,250,137.00
Admissions/Program Revenues/Sales	\$35,000.00	\$35,000.00	\$35,000.00

Printed By: Rene Williams on 12/11/2020

13 of 24

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$40,000.00	\$40,000.00	\$40,000.00
Foundation Grants	\$175,000.00	\$200,000.00	\$200,000.00
Interest and Investment Income	\$800.00	\$1,000.00	\$1,000.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$224,479.00	\$204,466.00	\$203,954.00
<b>Total Revenues by Category</b>	<b>\$2,110,680.00</b>	<b>\$2,435,047.00</b>	<b>\$2,448,108.00</b>

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

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

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

Year	Funding Source	Funding Amount
2020	CDBG	\$89,250.00
2019	CDBG	\$89,250.00
2018	CDBG	\$89,250.00
2017	CDBG	\$89,250.00
2016	CDBG	\$89,250.00

**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
Case Management	\$40,935.00	\$40,233.00	CoC, HUD
Housing Services Manager	\$29,975.00	\$29,975.00	United Way
Orientation Specialist	\$10,520.00	\$31,362.00	CSBG
Reception/Referral	\$8,570.00	\$26,571.00	CSBG
Administrative Support	\$5,000.00	\$13,259.00	Forsyth County
	\$95,000.00	\$141,400.00	

**E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.**

This grant pays almost entirely for salaries and fringe. It does not cover other costs for these positions.

**E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.**

No other agency is currently providing non-monetary assistance with any of our programs.

**E.6. 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 are requesting an increase over what we received last year. Additional funds are needed to offset increases in costs of providing services, and to cover costs for two additional staff ESR was requested to take on. CoC funding that ESR receives can only be used for personnel, leaving us to struggle to pay other expenses such as space costs, supplies, and other program needs. CDBG funding is vital in helping us meet those expenses.

As ESR's Housing case managers implement suggested additional interactions with clients, including home visits and direct assistance/transportation for clients who are undergoing the search and application process for permanent housing, costs associated with this program will increase.

Additionally, ESR has been supportive of Coe funding reallocations in order to implement HEARTH Act requirements . Therefore, additional CDBG funds are requested to sustain case management services for the homeless population served by ESR (including those at imminent risk of homelessness that do not meet stricter guidelines).

### **SUSTAINABILITY (7 POINTS)**

**E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.**

There is an ongoing struggle to continue to provide quality, state-of-the-art services despite the diminishing resources in the community and around the nation. The situation has affected us, but we strive to prevent it from affecting our clients-who already struggle economically-any more than necessary. With that stated, we would hope that the value add we bring to the table to aid in delivering much needed services to the residents in Winston-Salem would support a decision to continue providing much needed funding to ESR.

ESR is completing our Strategic Plan for 2017-2020, and creating our Plan for 2021-2024. One of the critical objectives we are including in our plan is to examine new ways to raise more money through our redesigned development function within the agency. We are developing an annual giving campaign with new donors that have come on board as a result of our capital campaign, and investigating the possibility of creating a social entrepreneur or revenue generating component to our organization. Developing additional funding sources is planned for the upcoming Strategic Plan which will go into development in 2020 .

We are aware that CDBG, CoC and related funding will need supplemental dollars to operate programs successfully. As a result, we have used local funds to leverage client assistance funds from the City of Winston-Salem, Forsyth County, etc. However, these leveraged fund sources, such as the City of Winston-Salem, Forsyth County, and CSBG are being cut significantly each year so that ESR needs as much funding from other sources as possible. We are aware that this funding is restricted to certain uses, but we would like for the City to consider every possible source of administrative and/or operational expense funding to assist ESR in providing high quality services to our community. Significant cuts in CDBG may cause dramatic effects on homeless services provision in the future.

### **BARRIERS (3 POINTS)**

**E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.**

Our programs are already fully operational. Barriers to successful operation primarily include difficulty in replacing dwindling funding in operational and direct client assistance categories. We are seeking new funding streams through contacts created through our capital campaign to help replace this funding. We are also participating in fundraising initiatives, using social media more extensively, and hosting fundraising events to develop unrestricted funding

streams. We will be able to do more in-person fundraising once the restrictions due to COVID-19 are lifted.

We hope the City will begin returning to previous funding levels, and it will not become necessary to further reduce available services to our clients or reduce the case management staff, as services and staff to provide them are critical to the program and their loss presents additional challenges to the homeless in our community.

**E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.**

We currently do not have institutional barriers to project implementation. Like all other operational community service agencies, we are having to overcome difficulties related to COVID-19. These adjustments include having the staff working remotely for half the week, adjusting hours we are open to the public, and implementing more intensive cleaning in our facilities.

**AVERAGE COST (5 POINTS)**

**E.10. 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:	90000
Number proposed to be served for the year:	30
Average City funds per beneficiary:	3000
Proposed funds from all sources:	236400
Number proposed to be served for the year:	30
Average total funds per beneficiary:	7880



## F. Required Documents

Completed by shadowe.magaraci@eistr.org on 10/28/2020 2:03 PM

Case Id: 11079

Name: ESR CDBG 21-22 - 2021/22

Address: \*No Address Assigned

---

## F. Required Documents

---

Please provide the following information

---

### Documentation

---

**Code of Conduct/Conflict of Interest Policy \*Required**

Code of Conduct.docx

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

6-30-19 Form 990.pdf

**Organization By-Laws \*Required**

ESRBylaws Amended 9-12-18.docx

**Articles of Incorporation \*Required**

ESR articles of incorporation.pdf

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

ESR Anti-Discrimination Policy.pdf

ESR Fair Housing Policy.pdf

ESR Financial Policies.docx

ESRHRManualFinal.docx

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

ESR 501c3 letter 5-4-16.pdf

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

6-30-19 ESR audit.pdf

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

**\*Required**

North Carolina Secretary of State Search Results.pdf

SAM Registration 2020-10-22.jpg

Other

*\*\*No files uploaded*

## G. Income Based Projects/Services Only

Case Id: 11079  
Name: ESR CDBG 21-22 - 2021/22  
Address: \*No Address Assigned

Completed by shadowe.magaraci@eistr.org on 11/17/2020 4:39 PM

---

### G. Income Based Projects/Services 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."

**G.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.**

Income Range	# to be served
0 to 30% of median	23
31% to 50% of median	7
51% to 80% of median	0
Greater than 80% of median	0

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

Upon referral, all clients are provided with an Orientation to the full array of ESR's services. If clients are interested in pursuing services, they participate in the Intake process, which is an information gathering process. Data is collected to build a case history and to allow an Assessment of the applicant's current situation. Once presented to the Housing team, the staffing process ensures that each potential client meets eligibility criteria. We want to make sure that ESR is the best entity in the community to meet the client's needs. We also want to ensure that the client is willing to follow case management objectives and work toward goals necessary for obtaining independent living skills.

Clients work with their caseworkers to complete the Success Plan, which sets both short-term and long-term housing goals, and which lists the necessary steps to reach each goal. The Success Plan is structured to be achievable within the two-year program. Participants exit the program upon achieving their Success Plan goals, or at the maximum time limit. Our Success Plan is customized for each individual or family, it includes a holistic approach, and we will attempt to draw upon every available community resource to supplement ESR funding to assist residents in becoming self-reliant.

We expect most clients to access our services via the Community Intake Center.

## H. Construction/Rehab Only

Completed by shadowe.magaraci@eissr.org on 11/10/2020 9:31 AM

Case Id: 11079

Name: ESR CDBG 21-22 - 2021/22

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."

**H.1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.**

**H.2. Provide a projected timeline for the proposed work.**

**H.3. Describe how the project will be managed, including the contractor procurement process.**

**H.4. Describe the target market, including any special populations to be served.**

**H.5. Describe the services or program you plan to provide.**

**H.6. Describe the property management plan.**

**H.7. List the development team members.**

**H.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.**

**H.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
--------------	---------	-----------------	-----------	---------------

---

### 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

**Case Id:** 11079  
**Name:** ESR CDBG 21-22 - 2021/22  
**Address:** \*No Address Assigned

Completed by shadowe.magaraci@eistr.org on 11/10/2020 9:31 AM

---

## I. Emergency Shelter Only

---

\*\* Complete this section only if you are requesting funds for an Emergency Shelter project. \*\*  
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

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

### Emergency Shelter: Essential Services

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

### Emergency Shelter: Operating Costs

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

## J. Rapid Rehousing and HMIS Only

Completed by shadowe.magaraci@eistr.org on 11/10/2020 9:31 AM

Case Id: 11079  
 Name: ESR CDBG 21-22 - 2021/22  
 Address: \*No Address Assigned

### J. Rapid Rehousing and HMIS Only

\*\* Complete this section only if you are requesting funds for a Rapid Rehousing project.\*\*

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

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

#### Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

#### Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

#### HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

## Submit

*Completed by shadowe.magaraci@eistr.org on 11/18/2020 4:34 PM*

**Case Id:** 11079

**Name:** ESR CDBG 21-22 - 2021/22

**Address:** \*No Address Assigned

---

## Submit

---

**I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.**

Twana Roebuck, Executive Director

*Electronically signed by shadowe.magaraci@eistr.org on 11/18/2020 4:34 PM*