

## A. Organization & Contact Information

**Case Id:** 11125  
**Name:** SG Atkins CDC - 2021/22  
**Address:** \*No Address Assigned

Completed by [davisc@wssu.edu](mailto:davisc@wssu.edu) on 11/12/2020 12:50 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

S.G. Atkins Community Development Corp.

#### A.2. Project/Program

Kitchen and Garden Personnel

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

\$75,000.00

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

\$581,000.00

#### A.5. Mailing Address

1922 S. MLK Jr. Drive Box A Winston-Salem, NC 27107

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

1922 S. Martin Luther King Jr Drive Box A Winston-Salem, NC 27107

#### A.7. Organization Website

[www.sgacdc.org](http://www.sgacdc.org)

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

1998

#### A.9. Organization Fiscal Year

July 1 to June 30

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

#### A.11. Federal DUNS Number

#### EXECUTIVE DIRECTOR/MANAGER

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

Carol Davis, Executive Director

##### A.13. Email

[davisc@wssu.edu](mailto:davisc@wssu.edu)

##### A.14. Phone

(336) 734-6915

#### CONTACT

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

Carol Davis, Executive Director

##### A.16. Email

[davisc@wssu.edu](mailto:davisc@wssu.edu)

##### A.17. Phone

(336) 734-6915

#### BOARD CHAIR

##### A.18. Name

John Davenport

##### A.19. Term Expiration

11/18/2020

##### A.20. Email

[jdavenport@davenportworld.com](mailto:jdavenport@davenportworld.com)

##### A.21. Phone

(336) 577-2635

## B. Project Overview

Completed by [davisc@wssu.edu](mailto:davisc@wssu.edu) on 11/12/2020 12:56 PM

Case Id: 11125

Name: SG Atkins CDC - 2021/22

Address: \*No Address Assigned

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## B. Project Overview

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Please provide the following information

### APPROACH (7 POINTS)

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

City funds will be used to pay three staff members.

\$50,000 of city funds will pay our full-time Commercial Kitchen Manager, Telissa Ward, and increase her total compensation from \$40,000 to \$50,000. She has been our kitchen manager since it opened officially in September 2018. She is a mentor who has experience with human resources, budgets, marketing, entrepreneurship, finance and culinary/food business skills. While at the Atkins CDC kitchen she has successfully maintained a positive working relationship with the Forsyth County Health Department. She obtained a health department permit for our kitchen which has been the only permitted shared-use kitchen in Forsyth County. She maintains a 100% kitchen grade from the Forsyth County health inspector. There are 5 permitted chefs, 2 bakers and a juice maker currently using the kitchen. Two chefs are newly permitted users and the juice maker is also new. To cater food, state law requires that each business that uses the kitchen must have insurance, food safety certification and a health department permit. She leads the entrepreneurs through permitting, certification and provides help with menus, product pricing, and marketing. Through relationships with food suppliers, she is also able to help food entrepreneurs purchase supplies at lower prices. Her duties include kitchen management, scheduling kitchen usage, and matching food entrepreneurs to business opportunities to market and showcase their skills and products. During the COVID pandemic she helped our food entrepreneurs survive and was able to secure grant-funded opportunities for the chefs to prepare over 40,000 free meals that are being distributed throughout the community. Despite the pandemic, one chef secured a food service contract with a local private college, and one baker has grown income by selling at farmers markets in Kernersville and Lewisville.

\$25,000 of the requested funds will pay our part-time Community Garden Co-Managers. Kyle Luth has a Ph.D. in Biology and is an educator who is a hands-on farmer. He works 15 hours per week. He has help now from Master Gardener Lorraine Mortis who started as a dedicated garden volunteer and has agreed to be in charge of garden communications/administration for 5 hours per week. Under Kyle's leadership the garden has grown to over 70 raised garden beds including waist-high beds for wheelchair accessibility.

Thanks to an educational partnership with Winston-Salem State University (WSSU) faculty members, they just added a garden greenhouse that we will outfit with growing tables and start a winter growing season. The greenhouse will add new excitement and a new learning opportunity. Due to the COVID pandemic, garden participation decreased some, but our goal is to re-capture volunteers and restart cooking demonstrations, group workdays, and the Saturday farmers market that sells produce for \$1 per pound.

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

Printed By: Rene Williams on 12/12/2020

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B.2. The Enterprise Center has an application and orientation process for food entrepreneurs using the commercial kitchen and for community gardeners. Community members are reached through word-of-mouth, our website, social media, and signage. Our kitchen manager attends virtual events and distributes marketing materials. The application process for food entrepreneurs includes an interview and a business plan review to identify what their business needs and to make sure their expectations align with what our resources can provide.

For over five years people in the community asked us to open a food incubator. Volunteers led the garden start up, but opening the kitchen required many hours of planning and over \$275,000 investment in construction and equipment. Now we are able to provide the community with the services they have asked for - kitchen and garden access, expertise for education, nutritional information, food preparation, and business coaching.

There was pent up demand for the opportunity to participate in the garden and to use the commercial kitchen facility. Combining the fresh produce and the kitchen with the opportunity to create events at The Enterprise Center is a one-stop, farm to table experience that is unique to our neighborhood. Now the garden greenhouse adds a new dimension of excitement. These food and business resources provide a benefit to community members and are attracting the attention of people city-wide.

Current participants in the garden include two neighborhood churches, recreational therapists that work with special-needs kids, a graduate of the Forsyth County Urban Agriculture Program, WSSU, and neighborhood residents. Those who participate pay \$30 for the year to have a garden bed. If someone can not afford to pay, the fee is waived. We provide special soil, seeds, water, garden equipment, social network and expertise of a professional educator, and a master gardener. When vegetables are harvested, these participants share with neighbors, church food pantries, and whoever asks. Sharing the harvest and stories about how it is grown benefits everyone. School children and summer camps have also brought kids to the garden and we look forward to hosting them again when COVID is no longer a barrier.

Current participants in the commercial kitchen are 5 chefs who have started their own catering businesses. Each has been assisted with the permit application process and each is growing their business. They receive advice about their menus and pricing, they get help with marketing and have access to a fully equipped commercial kitchen. Participants also benefit from the ability to buy food supplies at wholesale prices. There are 2 bakers in the kitchen and one juice maker. At the Enterprise Center kitchen these entrepreneurs have technical assistance to rebuild their clientele, rehire their employees and restart their plans to become restaurant owners and create a strong cycle of investment in this community.

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**

48

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

78

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

78

### 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.**

Atkins CDC programs primarily serve the east and southeast wards of Winston-Salem where the population is mostly low and moderate income African-American and Hispanic families. According to [www.FFIEC.gov](http://www.FFIEC.gov) website, the median family income in Winston-Salem is \$56,000, the median family income in the Census Tracts adjoining the Martin Luther King Jr. Drive and Waughtown Street corridors is \$15,573. The people who participate in our garden and kitchen incubator are African-American and Hispanic adults; and based on our experience are people who live within a four-mile radius of The Enterprise Center. The area surrounding our location is a federally designated food desert. In a food desert people with "low access to food stores such as supermarkets may mean that households rely on nearby retailers like convenience stores or fast-food restaurants that do not offer a variety of healthful foods," as defined by the United States Department of Agriculture (USDA). People living in food deserts have higher rates of poverty, obesity, high blood pressure, diabetes, heart disease and stroke.

Address: 1922 MARTIN LUTHER KING JR DR SE, WINSTON SALEM, NC, 27107

MSA-State-County-Tract: 49180-37-067-0008.02

2020 Estimated Tract Median Family Income:\$18,149

2015 Tract Median Family Income:\$15,573

Tract Population:2538

Tract Minority %:73.52

Tract Minority Population:1866

Owner-Occupied Units:116

1- to 4- Family Units:422

#### **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.**

The commercial kitchen and the community garden meet unmet needs in this neighborhood. The kitchen is a unique resource that allows food entrepreneurs to do catering legally in a permitted, regularly inspected facility. Many people in our target area work in the food service industry and for them providing catering services and baking are two relatively low cost ways to start a food business without opening a restaurant, but these food services must operate from a "legal" kitchen. Bakers can get their home kitchens approved for baking products for sale to the public by the NC Department of Agriculture; however, people catering food for sale must be food safety certified, have insurance and must cook in a Forsyth County permitted kitchen (with the exception of personal chefs who prepare meals in peoples' homes). For now the Enterprise Center has the only permitted, shared-use commercial kitchen in Forsyth County. In general, permitted, shared-use kitchens allow people to access commercial equipment without the high cost of acquiring or renting their own and the entrepreneurs can benefit from the business advice and resources.

The community garden is in a food desert where there are barriers to access fresh produce. Having this garden as a resource benefits all who participate and no one is turned away. The garden has co-leaders now and both have outstanding qualifications, and the ability to teach those who are new to growing and those who have experience. One of our most productive growers gives away all of his produce and is working on a business plan to sell produce at low prices.

People living in food deserts have higher rates of poverty, obesity, high blood pressure, diabetes, heart disease and stroke. The Forsyth County Health Department data confirm that the people in our service area do suffer from the highest incidence of poverty, obesity, high blood pressure, diabetes, heart disease and stroke.

The produce grown and distributed in the 2020 season includes cucumbers, eggplants, tomatoes, peanuts, celery, lettuce, green peppers, jalapeno peppers, squash, corn, beets, white potatoes, sweet potatoes, green onions, broccoli, cauliflower, carrots and collards.

#### **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?**

This year our shared-use kitchen and Love Out Loud formed a beneficial partnership for the chefs and the community. Our kitchen chefs prepared over 40,000 meals between April and September and many of them were distributed by Love Out Loud volunteers. A few schools and churches and other partners have also asked the chefs to prepare meals. As COVID-19 food assistance programs continue, kitchen chefs will be able to prepare hot, nutritious meals safely. Cooking demonstrations and nutrition education have stopped due to COVID, but will start again when it's safe to do so.

For the garden, we have current collaborative relationships with WSSU, Boy Scouts of America, Forsyth Cooperative Extension, and Lusk Tree Service. Our partnership with WSSU provides some faculty and students in the School of Health Sciences who include the garden in their classroom curriculum. Students this year and next year in recreational therapy classes learn how work in the garden can be adapted for people with disabilities and how gardening can be therapeutic. WSSU Mass Communications students in past years and next year will use their marketing skills to invite people in the neighborhood to a garden open house event. This year there was no event due to COVID concerns. This year our WSSU partnership yielded a new greenhouse for the garden that will be used to enable gardeners to grow year round and increase the amount of produce grown. A local Boy Scouts of America troop encourages their eagle scouts to do projects at our garden. Last year an eagle scout built a beautiful pergola and before that another eagle scout built our compost bins. This year they hauled a huge load of mulch donated by Lusk Tree Service and shoveled it around the garden. Currently there are scouts determining what garden projects they will do in 2021. We expect all of these partnerships to continue and we will continue to cultivate more.

# IDIS Setup

No data saved

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## IDIS Setup

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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 davisc@wssu.edu on 11/12/2020 8:30 AM

Case Id: 11125

Name: SG Atkins CDC - 2021/22

Address: \*No Address Assigned

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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):**

Economic Vitality and Diversity

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

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

#### PERFORMANCE (15 POINTS)

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

We will monitor and evaluate the kitchen and garden programs based on the feedback and experiences of the participants.

As we have grown the Enterprise Center from 20 entrepreneurs to over 48, we have had to be flexible and responsive to the needs of the people we serve. We see most of our participants daily and convene them monthly, now on Zoom, for a meeting where we check in on how they are doing, solicit feedback and respond to the experiences they are having. Annually, we also distribute surveys to ask for quantitative information about revenue, expenses and the number of employees working. Entrepreneurs who are successful move out to larger spaces and those who are not successful leave and either do business from their homes or seek employment. We see similar results in the food incubator. The food caterers aspire to have their own restaurants or event venues with kitchens. COVID has slowed down their progress; however, one baker has her own shop and one chef has her own small event venue. Others are

saving money, planning their next steps and watching out for the perfect space. As a strategy for success we are encouraging the chefs to open a place together. The plan for monitoring the kitchen users is to have weekly meetings, document their kitchen usage, review their usage agreements every six months, and observe their health department inspections. If someone is not progressing there will be appropriate intervention that could include a range of corrective actions from additional coaching to eviction if necessary.

The garden results will be measured by the number of active garden beds and the pounds of vegetables harvested. Each time a gardener picks vegetables the produce must be weighed and recorded. If adjustments need to be made in management, marketing, or personnel, we will make the necessary changes until we get on track toward desired outcomes. One important project for the current year will be getting the greenhouse operational. It will require an electrical connection, growing tables and a new water source that will turn it into a year round resource. We will also work toward getting the farmers market on a consistent schedule and expand our partnerships with other organizations. Two new partners have expressed interest recently in starting a mobile market and doing virtual cooking demonstrations. We look forward to new partners to extend our outreach and productivity.

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

The kitchen manager maintains a kitchen usage schedule and can monitor how much the kitchen is utilized and by whom. It is an online scheduling tool so that the manager, the chefs and the health department can see who is in the kitchen at all times. The chefs meet weekly with the kitchen manager and provide feedback about how their actual business performance compared to their goals and what operational changes can be made to enhance the kitchen experience. Over the past year we have added two refrigerators, new stainless steel tables, a microwave and additional lighting.

The community gardeners self-report what they grow in the garden and the weight of what they harvest. Some are more disciplined about it than others. It is difficult to verify.

**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.**

| Stated Program Goals   | Program Activities in Support of Goals                                  | FY 19-20 Previous Year Results   | FY 20-21 Current Year Projected Results                                      | FY 21-22 Next Year Anticipated Results   |
|--|---|--|--|--|
| Maintain a shared kitchen manager to assist food entrepreneurs | Weekly meetings, technical assistance, marketing, monitor kitchen usage | Chefs were able to sustain themselves during COVID pandemic. Produced over 40,000 meals free to the public | Chefs have maintained some business revenue and applied for grant assistance | Chefs regain lost clientele, be able to grow their revenue, and find their own restaurant spaces |
| Maintain part-time   | Garden meetings,  | Maintained garden  | Added greenhouse to  | Add new partners to  |



|   |  |  |  |   |
|---|--|--|--|---|
| garden co-managers to increase outreach, education and vegetable production | share garden techniques, provide soil, seeds and tools, coordinate volunteer work days | during COVID pandemic, maintained communication with gardeners with no group meetings, nearly 1000 pounds of produce harvested | the garden for year round growing which provides new educational opportunity | expand farmers market, expand education and resources |
|---|--|--|--|---|

|   | Total Unduplicated Number Served | Total Number Served |
|---|----------------------------------|---------------------|
| FY 19-20 Previous Year Results          | 48                               | 48                  |
| FY 20-21 Current Year Projected Results | 38                               | 38                  |
| FY 21-22 Next Year Anticipated Results  | 78                               | 78                  |

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

The shared kitchen and the garden continued to operate during COVID. From April to August the kitchen chefs produced over 40000 meals that were free to the public. In addition some received online orders for pickup and delivery. The health department has allowed the number of chefs to increase from 4 to 5 and there are four users certified by the Department of Agriculture.

The garden continued to operate although it was also impacted by COVID. The number of gardeners decreased but most of the 70 raised beds were still utilized. New soil, tools, seeds, seedlings, mulch and water were provided. A new greenhouse was added and will create year round growing opportunity and new educational experience.

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

The shared kitchen has a waiting list so we are exploring ways to provide assistance to more food entrepreneurs. Objectives for the kitchen are to increase chefs' business visibility, revenue; increase their net income and sustainability; increase number of contracts and clients. Helping chefs and bakers grow into their own retail spaces so that more chefs and bakers can access the kitchen.

Objectives for the garden are to increase the number of participants to 70 after COVID by adding community partners and increase variety of vegetables and pounds of produce grown from 1,000 pounds to 1,500 pounds; expand farmers market for gardeners to sell produce; supply vegetables to more chefs and more neighbors, obtain more garden equipment and grow budget. The new greenhouse will be an important tool for increasing education and production.

## D. Organizational Capacity

Completed by davisc@wssu.edu on 11/12/2020 8:38 AM

Case Id: 11125

Name: SG Atkins CDC - 2021/22

Address: \*No Address Assigned

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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 mission of the CDC is to be a catalyst for economic development by promoting home ownership, small business development and job creation. The Atkins CDC started supporting entrepreneurs in June 2011 by opening the Enterprise Center and filled 22 offices with start-up and growing businesses within three months. Since 2011, the Atkins CDC has added 23 more offices and is serving 48 entrepreneurs (including a few non-profits) who use the office space as a business headquarters. Eight food entrepreneurs run their businesses from the Enterprise Center shared-use kitchen. A partnership with WSSU provides marketing and student learning experiences. A partnership with the Forsyth Tech Small Business Center provides access to business workshops and mentors. A partnership with the Wake Forest University Law Clinic provides free legal services by students under faculty supervision. These partnerships and others match Enterprise Center entrepreneurs with subject matter experts in accounting, marketing, pricing, taxes, information technology, etc. In addition to incubating businesses, Atkins CDC agreed to support a community garden after many requests. A part-time garden manager was hired in September 2018. The CDC also operates the Enterprise Conference and Banquet Center and hired the manager in 2012. This year has not been good due to COVID, but an outdoor marketplace is hosted on weekends to help vendors gain exposure for their products and services. To promote homeownership, Atkins CDC has built and sold 26 homes to first-time homebuyers in partnership with the city's Community Development Department. The Atkins CDC is also working with stakeholders to implement a master plan for part of the East Ward. The plan recommends rebuilding the neighborhood economy by increasing the density of housing and commercial space without displacing current residents. Full implementation of the plan will require strong public/private collaboration and \$250 million of investment. The CDC successfully advocated for this planning area to be designated an Opportunity Zone which makes it eligible for tax credit investment. In summer 2018 the CDC finished a \$275,000 commercial kitchen and in September 2018 hired an experienced kitchen manager. All of the CDC programs, including the kitchen and garden personnel in this proposal, help advance the creation of economic opportunity for people in east and southeast Winston-Salem. In 2019 the Atkins CDC staff helped Ujima CDC open their Emmanuel Retirement Village with 42 units of senior housing. Also in 2019 an Enterprise Center kitchen chef won the city's business plan competition and one baker who moved into her own retail spot. Another food entrepreneur got her product in 32 retail stores and a juice maker now has his juice in several market locations. In 2020 Atkins CDC staff helped many entrepreneurs apply for COVID grants to help businesses adjust to lock down and social distancing that made it difficult for some to operate. We helped several obtain local grants, PPP forgivable loans and SBA forgivable loans. We also helped some make connections to get contracts and generate revenue.

#### FUNCTION (5 POINTS)

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

Atkins CDC has been in operation since 1998.

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

The Atkins CDC aligns our work with the needs of the east and southeast wards, and the strategic goals of the City of Winston-Salem to invest in the Neighborhood Revitalization Strategy Area (NRSA), low income areas in Winston-Salem that are underserved by private developers. The Atkins CDC serves the City of Winston-Salem by working on several mutual goals: 1) Affordable housing development for first-time homebuyers; 2) Investing in economic development by raising \$4.5 million to turn a dilapidated building into the Enterprise Center - a thriving neighborhood center for business incubation and job creation; 3) Growing vegetables in a food desert by supporting volunteers who have grown and distributed over 1,000 pounds of vegetables per year; 4) Facilitated the City’s TURN program in the southeast ward by helping 25 property owners complete applications for housing rehabilitation; 5) Worked with neighborhood leaders to get funds and consultants to complete master plans for neighborhoods including the East End neighborhood adjoining the Martin Luther King Jr. Drive Corridor and the Waughtown Street Corridor in the Southeast Ward; 6) Supporting the entrepreneurs from the Enterprise Center who are growing the local entrepreneurial ecosystem and helping the City of Winston-Salem become an inclusive and leading city for business start-ups; 7) Operating the first permitted shared-use kitchen in Forsyth County; 8) Our kitchen chefs partnered to produce over 40,000 free meals during COVID; 9) Helped Ujima CDC get funding for the Emmanuel Retirement Village.

**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 |
|-----------------|--|---------------------------|----------------------------------|
| Kitchen Manager | Maintain kitchen compliance with Forsyth County Health Department regulations; assist food entrepreneurs implement business plans and grow their customers and revenue; establish partnerships that benefit the community and kitchen entrepreneurs. | 40                        | 100.00 %                         |
| Garden Manager  | Recruit gardeners, maintain garden supplies of soil, mulch, tools, seeds, seedlings; maintain the appearance of the garden; establish partnerships that benefit the community and the garden productivity.   | 20                        | 100.00 %                         |

**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 |
|----------------------|--------------------|--------------|----------------------------------|
| Carol Davis          | Executive Director | \$95,000.00  | 0.00 %                           |

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

**Organizational Chart \*Required**

Organizational Chart.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.**

The Atkins CDC has a small staff and the executive director makes hiring decisions. Most candidates have been found from within the target area served by the organization. Although some staff have been found through neighborhood associations, the Urban League Senior Employment Program, or WSSU student internships our most recent hire was found from an internet search on Indeed.com. To fill a staff opening, resumes are collected and those who meet qualification requirements are chosen for interviews.

**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      |              |              |              |                | 2              |                |
| Professionals            |              | 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      | 1            |              |              |                | 2              |                |
| Professionals            |              |              |              |                |                |                |
| Technicians              |              |              |              |                |                |                |
| Office/Clerical          |              |              |              |                |                |                |
| Laborers/Service Workers |              |              |              |                |                |                |
| Total Part-Time/Temp     |              |              |              |                |                |                |

**D.8.**



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

Atkins CDC 2020 Roster (1).doc

**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**

1

**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 proposed programs - shared kitchen and community garden - are already up and running. The funds requested will maintain the staff positions for these programs. The shared kitchen manager is already in place and continues to provide access to food entrepreneurs. It is the only permitted shared kitchen in Forsyth County and is constantly

monitored by the health department. The garden co-managers are already in place and running the garden 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?**

We provide access to all persons who seek to participate in the programs of the Atkins CDC. We have a waiting list for the kitchen space and rotate new participants in as current participants move out. They have not moved out as quickly as we expected and this year were slowed down by COVID, but there was room for two new people to get in this summer. The garden has room for expansion and access for new people is easily available. No one is turned away.

## E. Cost Effectiveness

Case Id: 11125

Name: SG Atkins CDC - 2021/22

Completed by davisc@wssu.edu on 11/12/2020 3:12 PM

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 20-21   | Projected Actuals FY 20-21 | Proposed Budget FY 21-22 |
|--------------------------------------|---------------------|----------------------------|--------------------------|
| Program Services                     | \$578,810.00        | \$578,810.00               | \$565,450.00             |
| Fundraising                          | \$0.00              | \$0.00                     | \$0.00                   |
| Management and General               | \$62,500.00         | \$62,500.00                | \$65,000.00              |
| <b>Total Expenditures by Program</b> | <b>\$641,310.00</b> | <b>\$641,310.00</b>        | <b>\$630,450.00</b>      |

| Expenditures by Category                | Budgeted FY 20-21   | Projected Actuals FY 20-21 | Proposed Budget FY 21-22 |
|---|---------------------|----------------------------|--------------------------|
| Employee Salaries and Wages             | \$280,000.00        | \$280,000.00               | \$250,000.00             |
| Employee Benefits                       | \$22,400.00         | \$22,400.00                | \$32,400.00              |
| Facility Rent and Utilities             | \$55,000.00         | \$55,000.00                | \$55,000.00              |
| Training and Conference Registration    | \$2,500.00          | \$2,500.00                 | \$2,500.00               |
| Membership and Dues                     | \$300.00            | \$300.00                   | \$300.00                 |
| Travel and Transportation               | \$0.00              | \$0.00                     | \$300.00                 |
| Grants to Individuals and Organizations | \$0.00              | \$40,000.00                | \$0.00                   |
| Contracted Fundraising Services         | \$0.00              | \$0.00                     | \$0.00                   |
| Goods Purchased for Resale              | \$0.00              | \$0.00                     | \$0.00                   |
| Other Contracted Services               | \$269,110.00        | \$229,110.00               | \$275,000.00             |
| Other Operating Expenditures            | \$0.00              | \$0.00                     | \$0.00                   |
| Capital Outlay                          | \$12,000.00         | \$12,000.00                | \$25,000.00              |
| <b>Total Expenditures by Category</b>   | <b>\$641,310.00</b> | <b>\$641,310.00</b>        | <b>\$640,500.00</b>      |

| Revenues by Category              | Budgeted FY 20-21 | Projected Actuals FY 20-21 | Proposed Budget FY 21-22 |
|-----------------------------------|-------------------|----------------------------|--------------------------|
| City of Winston-Salem             | \$65,000.00       | \$65,000.00                | \$75,000.00              |
| Forsyth County                    | \$0.00            | \$0.00                     | \$0.00                   |
| State of North Carolina           | \$0.00            | \$0.00                     | \$10,000.00              |
| Federal Government                | \$0.00            | \$0.00                     | \$135,000.00             |
| Admissions/Program Revenues/Sales | \$256,440.00      | \$256,440.00               | \$260,000.00             |

|                                   |                     |                     |                     |
|-----------------------------------|---------------------|---------------------|---------------------|
| Memberships                       | \$0.00              | \$0.00              | \$500.00            |
| Donations                         | \$5,000.00          | \$5,000.00          | \$20,000.00         |
| Foundation Grants                 | \$250,000.00        | \$250,000.00        | \$140,000.00        |
| Interest and Investment Income    | \$0.00              | \$0.00              | \$0.00              |
| Parent Organization               | \$0.00              | \$0.00              | \$0.00              |
| Other                             | \$0.00              | \$0.00              | \$0.00              |
| <b>Total Revenues by Category</b> | <b>\$576,440.00</b> | <b>\$576,440.00</b> | <b>\$640,500.00</b> |

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

Atkins CDC is applying to the Small Business Administration for Women's Business Center funding to support businesses owned by women. If awarded the funds would be received in the next fiscal year.

**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 | COVID Grant    | \$50,000.00    |
| 2020 | CDBG Grant     | \$65,000.00    |
| 2019 | CDBG Grant     | \$65,000.00    |

**E.3. Please complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program.**

| Activity          | Funding Requested from City | Funds from Other Sources | Other Funds Source |
|-------------------|-----------------------------|--------------------------|--------------------|
| Managers Salaries | \$75,000.00                 | \$0.00                   | none               |
| Kitchen Expenses  | \$0.00                      | \$24,000.00              | program income     |
| Garden Expenses   | \$0.00                      | \$5,000.00               | program income     |
|                   | \$75,000.00                 | \$29,000.00              |                    |

**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.**

The City funds requested will be used to pay the manager of the shared kitchen for 40 hours per week. This person is a full-time employee who will maintain the kitchen and provide technical assistance to the users.

The City funds requested will also pay the co-managers of the community garden for 20 hours per week. These people share a 20 hour work week - one performing more hands on activities and one performing more administrative tasks.

**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.**

WSSU provided a greenhouse that will add to garden programming. It was has been delivered, but needs to be connected to electricity and water. This year growing tables will be added so that it can be fully utilized in 2021.

**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.**

This year's request is \$10,000 more than last year. The additional \$10,000 will be used to increase pay from \$40,000

to \$50,000 for the full-time kitchen manager. The kitchen manager is highly qualified and spends time on nights and weekends providing technical assistance to the chefs that helps to ensure their success. This year was especially hard due to the economic impact of COVID and operational adjustments required to keep everyone safe.

### **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.**

To continue implementation of the shared-use kitchen, the CDC will provide access to food entrepreneurs that have expressed interest in utilizing the kitchen and technical assistance resources to grow their businesses. To be considered, applicants must have food preparation experience, be ServSafe certified, be able to get a permit from the Forsyth County Health Department and have liability insurance. There is an application fee, security deposit, and monthly usage fees based on the number of hours of kitchen usage. These fees are used to pay utility bills, pay licensing fees, pay for required kitchen maintenance, utilities, make repairs, add and replace equipment as needed. There is 24-hour access to the facility and a scheduling system to reserve time and monitor usage. It is expected that fees will grow to cover the cost of operations and establish an operating reserve. Operating policies and procedures are reviewed often and adjustments will be made as necessary to maximize efficiency. By definition, this is a shared-use kitchen, and is the first permitted shared-use kitchen in Forsyth County. Health Department inspectors determined operating rules in accordance with state guidelines and limit kitchen usage and monitor activity closely. We expected to generate enough kitchen usage fees to offset the cost of the kitchen manager salary but we have not had a full normal year of activity yet. Calendar year 2019 grants was the first full year of operation, and since it was the first year it was an experiment to see how often the chefs would use the kitchen, how much they can afford to pay and what expenses would be incurred to maintain the equipment, inspections and scheduled services. 2020 has also been an unusual year because of COVID and after March 2020 chefs reduced their kitchen usage for their businesses but started doing the free meals for the community. 2021 may be a more normal year, but that remains to be seen. When things are more normal we may be able to reduce management hours and increase usage fees so that the kitchen can be more sustainable.

We intend to grow garden partnerships, grow the farmers market and find ways to fund garden management.

### **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.**

The programmatic barriers now are the economic impact of COVID and the disruption of social activities that has decreased the amount of business for the food entrepreneurs and even the amount of time that the gardeners have spent in the garden. Demand for the food businesses has declined and we found opportunities to provide free food that our chefs could prepare and distribute. Grant funded meal preparation has kept some of them busy. However, the decreased size of social gatherings continues to present a big barrier for them and; therefore, created a challenge for us. Everyone hopes the economy will recover in 2021 and when it does we expect that the programs will operate at maximum capacity. Also we have new partnerships emerging that we expect to confirm. Partnerships will increase our outreach and our capacity.

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

We do not foresee any institutional barriers at this time. Although Atkins CDC has always been understaffed we have relied on partnerships to strengthen our capacity to provide services. Partnerships have optimized our impact and we welcome them.



**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: | 75000  |
|--|--------|
| Number proposed to be served for the year:     | 78     |
| Average City funds per beneficiary:            | 961    |
| Proposed funds from all sources:               | 580000 |
| Number proposed to be served for the year:     | 10000  |
| Average total funds per beneficiary:           | 58     |

## F. Required Documents

Completed by davisc@wssu.edu on 11/11/2020 10:03 PM

Case Id: 11125

Name: SG Atkins CDC - 2021/22

Address: \*No Address Assigned

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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**

Conflict of Interest (1) (1).pdf

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

990 S.G ATKINS COMMUNITY DEVELOPMENT.pdf

**Organization By-Laws \*Required**

Bylaws.pdf

**Articles of Incorporation \*Required**

Articles of Incorporation (3).pdf

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

AccountingPoliciesProcedures2017.pdf

Procurement Policy.pdf

Personnel Policy.pdf

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

IRS Exempt Status Letter.pdf

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

Issued Financial Statements 2019.pdf

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

\*Required

CertificateofExistence.pdf

**Other**

Atkins CDC FYE 2020 slides.pptx.pdf

## G. Income Based Projects/Services Only

Case Id: 11125  
Name: SG Atkins CDC - 2021/22  
Address: \*No Address Assigned

Completed by davis@wssu.edu on 11/12/2020 3:13 PM

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

**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         | 0              |
| 31% to 50% of median       | 0              |
| 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**

## H. Construction/Rehab Only

Completed by davisc@wssu.edu on 11/12/2020 3:13 PM

Case Id: 11125

Name: SG Atkins CDC - 2021/22

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."

**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 |
|--------------|---------|-----------------|-----------|---------------|
|--------------|---------|-----------------|-----------|---------------|

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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 *davisc@wssu.edu* on 11/12/2020 3:13 PM

**Case Id:** 11125

**Name:** SG Atkins CDC - 2021/22

**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            |
|   | \$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 davisc@wssu.edu on 11/12/2020 3:13 PM

Case Id: 11125

Name: SG Atkins CDC - 2021/22

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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\*\* 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 [davisc@wssu.edu](mailto:davisc@wssu.edu) on 11/12/2020 3:14 PM

**Case Id:** 11125

**Name:** SG Atkins CDC - 2021/22

**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.

Carol Davis

Electronically signed by [davisc@wssu.edu](mailto:davisc@wssu.edu) on 11/12/2020 3:14 PM