

## A. Organization & Contact Information

**Case Id:** 11076  
**Name:** IFB Solutions - 2021/22  
**Address:** \*No Address Assigned

Completed by trussell@ifbsolutions.org on 11/10/2020 9:51 AM

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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

IFB Solutions (trade name of Winston-Salem Industries for the Blind)

#### EXECUTIVE DIRECTOR/MANAGER

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

David Horton, President and CEO

#### A.2. Project/Program

Job creation for people who are blind or visually impaired

##### A.13. Email

dhorton@ifbsolutions.org

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

\$75,000.00

##### A.14. Phone

(336) 245-5606

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

\$200,504,527.00

#### CONTACT

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

Tatiana Russell, Grants and Development Coordinator

#### A.5. Mailing Address

7730 North Point Drive Winston-Salem, NC 27106

##### A.16. Email

trussell@ifbsolutions.org

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

7730 North Point Drive Winston-Salem, NC 27106

##### A.17. Phone

(336) 354-9742

#### A.7. Organization Website

www.ifbsolutions.org

#### BOARD CHAIR

##### A.18. Name

Bob Newell

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

1936

##### A.19. Term Expiration

09/30/2021

#### A.9. Organization Fiscal Year

FY2021

##### A.20. Email

mdodd@ifbsolutions.org

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

#### A.11. Federal DUNS Number

##### A.21. Phone

(336) 354-5606

## B. Project Overview

Completed by [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/19/2020 9:11 AM

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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?**

IFB Solutions is requesting funds from the City of Winston-Salem to launch its new textile manufacturing project, which will create up to 27 meaningful and challenging jobs for people who are blind and sighted in our community. The bulk of individuals who are blind are low and moderate-income. By helping them gain meaningful employment opportunities, providing training, and upward mobility, we help them transition from low income to low-to-moderate and moderate-income brackets. By providing access to a wide range of services offered at IFB Solutions, we support the development of their independence and economic self-sufficiency. We humbly request \$50,000 for partial coverage of equipment through the CDBG opportunity (please see the detailed budget with the list of equipment attached to "Required Documents".)

The U.S. Combat Capability Development Command Soldier Center (CCDC SC) plans to award contracts last winter (2019-2020) to a clothing design/cut/sew supplier. A field user evaluation was delayed and the contract was not awarded in the summer of 2020 as we previously had projected in our last grant application. The contract is for producing 180 experimental cold weather clothing systems and there is a high probability that IFB Solutions will win the contract and start executing the project in summer 2021.

The new textile manufacturing project is a Softshell Jacket, which requires different sets of textile manufacturing equipment. IFB will need to purchase the equipment. The projected quantity for the contract is 20,000 sets annually, which will create an ongoing opportunity to maintain the new 27 jobs created.

By manufacturing softshell jackets, IFB Solutions will create at least 27 jobs for individuals who are blind or sighted in our community.

The project objectives are the following:

- win the U.S. Combat Capability Development Command Soldier Center contract;
- position IFB for manufacturing within the contracts summer 2021;
- purchase all necessary textile manufacturing equipment and supplies;
- create at least 27 jobs.

The projected revenue with the project is \$5,400,000. IFB Solutions had a lot of challenges last fiscal year (downsizing our optical department in a matter of two months by approximately 90% and then the pandemic.) It is extremely important for IFB Solutions to invest in its textile manufacturing business now to be able to continue employing people who are blind or visually impaired in this community and beyond. The total budget of the project is \$113,555.

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

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### **from participation?**

People with visual impairments regularly contact IFB Solutions inquiring about employment opportunities. They hear about programs, jobs, and benefits we provide from various sources, such as word of mouth (internally known as the "blind vine,") Division of Services for the Blind, other groups for people with disabilities, resource centers or job fairs. Over 30% of our current workforce who are blind have never had a job before.

IFB Solutions has a waiting list of those seeking employment and if additional workplaces are not created, individuals who could be hired might lose their only opportunity for meaningful employment.

Some individuals who are blind or visually impaired seeking employment with us are not native to Winston-Salem and the Triad area. We help them with relocation expenses and necessary information and resources for them to move to Winston-Salem with their families smoothly. When hired, many are now provided with transportation to and from their workplace. Many of our direct labor employees who are blind or visually impaired reside in the 27106 zip code and the surrounding area, including apartments in the vicinity of our plant location, which makes it convenient for them to reach us.

Once connected to us, they have access to all opportunities IFB offers, such as support groups, clubs, and social activities, scholarships, transportation, health clinic, and cafeteria, all subsidized by IFB.

Once new hires start participating in our job training programs, they earn the dignity of a job and can start contributing to their neighborhoods and communities as taxpayers, as consumers, and as supporters of their families, while also achieving opportunities for professional development and upward mobility.

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**

27

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

27

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

27

### **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.**

Today, IFB Solutions is the largest employer of people who are blind in the nation. We are also one of the largest manufacturing facilities in Winston-Salem, where we employ over 450 people, of which over 320 are blind.

Many employees who are blind have transitioned from low-income individuals who depend on government assistance to taxpaying citizens with a meaningful wage and now are able to support their families. They are paid market-rate

wages and salaries and are offered attractive benefits packages. Upward mobility opportunities and in-depth management training programs are available to employees who show interest and aptitude.

As a result, employees develop skills that enable them to find meaningful employment - whether they remain at IFB or find jobs at other organizations across the city and beyond.

The leading causes of blindness are age related, and it is estimated that by 2030, people over 65 will comprise nearly a third of all residents - an increase of nearly 100% from the situation today. (Source: N.C. Center for Policy Research.) Diabetic Retinopathy causes 12,000 to 24,000 new cases of blindness each year, making diabetes the leading cause of new cases of blindness in adults 20-74 years of age (American Diabetes Association.) An estimated 4.1 million Americans are affected by diabetic retinopathy. Of these, nearly 900,000 are affected by retinopathy that is vision-threatening. Early diagnosis of diabetic retinopathy and timely treatment significantly reduce the risk of vision loss; however, as many as 50% of diabetic patients are not getting their eyes examined or are diagnosed too late for treatment to be effective ("Improving the Nation's Vision Health: A Coordinated Public Health Approach," Center for Disease Control and Prevention.)

Glaucoma is the leading cause of blindness among African Americans, and it is estimated that 2.2 million Americans age 40 and older are affected by open-angle Glaucoma ("Improving the Nation's Vision Health: A Coordinated Public Health.")

Age-related Macular Degeneration (AMD) is the leading cause of legal blindness for people over 50 in the Western world. About 25-30 million are affected worldwide, and this figure is projected to triple in 25 years (AMD Alliance International.)

Cataracts are the leading cause of blindness in the world and vision loss in the United States. An estimated 20.5 million Americans of ages 40 and older (17.2%) have a cataract in one or both eyes and 6.1 million (5.1 %) have had cataract surgery, and it is estimated that 30.1 million Americans will have cataracts by 2020 ("Improving the Nation's Vision Health: A Coordinated Public Health Approach," Center for Disease Control and Prevention.)

Each business day, more than 2,000 U.S. workers experience job-related injuries, with 10 to 20 percent of them disabling because of temporary or permanent vision loss (Prevent Blindness America.)

Our target population is individuals who are legally blind as we are trying to bridge the gap for employment opportunities for those individuals. Anyone who is visually impaired and is willing to work will be assessed for the basic set of skills and capabilities required for a certain position. It is possible that the position will become an upward mobility opportunity within IFB.

**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 City of Winston Salem in support of IFB Solutions' petition for writ of certiorari in the United States of America; PDS consultants, Inc. wrote an AMICUS brief that stated "IFB is a shining example of a nonprofit committed to addressing the nation's woeful unemployment rate for blind and visually impaired citizens. Through meaningful work, IFB encourages blind and visually impaired employees to develop personal independence. For more than eighty years, IFB has provided fulfilling jobs for the City's blind and visually impaired residents. These jobs provide competitive pay and benefits, upward mobility, and access to an on-site health facility."

Similarly, one of the largest advocacy organizations for people who are blind in the United States, the American Counsel for the Blind (ACB) cites the following: "Blind and visually impaired persons must over-come significant hurdles to find and retain steady employment. They encounter, among other obstacles, negative employer attitudes, transportation and mobility barriers, and inadequate accommodations. For these reasons, the percentage of blind and visually impaired persons in the workforce is barely half that of the general population and the unemployment rate is more than twice as

high.”

This project will create employment opportunities for the Triad’s citizens facing vision loss. Approximately 30% of our employees who are blind have never had a job before coming to work at IFB Solutions. Because of limited job opportunities nationally, 54% of the 98 people who are blind hired by IFB relocated to Winston-Salem to have an opportunity for employment in FY 2019.

#### **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?**

IFB Solutions participates in the most collaborative public-private partnership ever conceived by the U.S. Congress. The AbilityOne program offers individuals who are blind or severely disabled an opportunity to work through the manufacturing and sales of goods and provision of services to the Federal government. The Federal government buys goods and services required for mission critical objectives from not-for-profit agencies that have a mission of creating job opportunities for Americans who are blind or disabled. Through this public-private partnership, the Federal government generates over 45,000 jobs for people with disabilities, while receiving over \$2 billion of goods and services needed to operate government programs. No “hand outs,” just a “hand up” to better jobs and careers for people who are blind.

The U.S. AbilityOne Commission is a Federal agency that provides AbilityOne program oversight. We collaborate with the National Industries for the Blind, the umbrella not-for-profit agency, which allocates AbilityOne contract work and provides leadership training for people who are blind. We partner closely with local small businesses.

We also thrive on our local transportation partnerships with the City of Winston-Salem, thus ensuring we have an accessible bus route right outside of our building so that people who are blind can get to work.

Our multiple services to the local community are possible thanks to multiple partners, such as Forsyth County Schools, Division of Services for the Blind, Wake Forest University, Winston-Salem State University, multiple arts organizations and initiatives, and local theaters to name just a few.

# 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 [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/19/2020 9:11 AM

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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.**

IFB Solutions' Government contacts require strict adherence to quality, cost, and delivery. Our extensive experience with new programs allows us to anticipate, with a high level of confidence, the requirements to meet the contract. We know the material cost as well as the required steps and time to make the product, which allows us to project our labor cost and delivery schedule. Once manufacturing begins, we monitor the production output throughout the day. We review our performance to standard on a daily basis. If at any time our goals are not on track, we take steps to immediately address any deficiency. These steps include adding hours of production to the work schedule (including overtime,) adding more resources such as additional staffing if needed, and addressing supplier issues such as the delivery of raw material or quality.

The project under review will be considered successful if IFB Solutions accomplishes the following SMART (specific, measurable, achievable, realistic, time-bound) objectives:

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- win the U.S. Combat Capability Development Command Soldier Center contract;
- position IFB for manufacturing within the contract by summer 2021;
- purchase all necessary textile manufacturing equipment and supplies;
- create at least 27 jobs by the end of the calendar year 2021.

If none of the contracts described above are received by IFB Solutions, we have other opportunities in the pipeline, that we will know about in 2021.

**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.**

Our focus is job creation. We monitor hiring through our comprehensive software Paycom. Paycom allows us to track all hiring and retention statistics for any period of time by blind or sighted, by location and department. We will leverage this system to collect the data required to report on job retention and creation as we start-up and sustain these projects.

IFB manufacturing facility is ISO 9001:2008 registered. It meets manufacturing industry’s international standards for quality assurance and meets or exceed rigorous ISO quality standards for manufacturing and retail of textile products. Our customers are assured about the quality, safety, and reliability of our products.

There are two key reports that help the department capture its quality performance: The Visual and Dimensional Inspection (VDI) report and the Correction Request (CR) report. Our operators have to fill out the VDI report every hour seven times per workday, and the internal inspector signs the report every day. If there are any defects in the finished product, a CR report filled out.

We also track and manage productivity (efficiency) throughout the day. Operators track and report units produced per hour against the standard. We have manufacturing efficiency reports, which are generated through an IT program that measures actual labor cost per unit produced against the standard labor cost per unit. This report is produced daily and can be utilized to examine any time period selected (daily, weekly, monthly.)

**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
Demonstrate readiness to start the projects within 150 days after winning the contract.	Purchase equipment required for the project.	It is a new project.	The contract is won.	Start large scale production in 2021-2022.
Successfully train at	Match human assets	N/A	Successful	27 meaningful jobs



least 27 individuals.	with textile manufacturing tasks: - conduct potential labor assessments; - identify the list of accommodations based on the hired blind workforce.		recruitment and selection of blind and sighted labor.	have been created.
Sales Revenue is \$5,400,000.	Adhere to the agreed upon production schedule.	N/A	The contract is won.	Demonstrate positive return to working capital

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	0	0
FY 20-21 Current Year Projected Results	0	0
FY 21-22 Next Year Anticipated Results	27	27

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

During its fiscal year 2019, IFB Solutions added nearly 42,000 hours of employment and hired almost 100 people who are blind. Deemed an essential business by the U.S. Department of Defense, the non-profit kept most of its operations running throughout the COVID-19 pandemic.

The company earned new business by producing more than 100,000 face coverings for the U.S. Air Force, following an initial order of 10,000, and supported hundreds of employees who could not work for various reasons through its People First Fund.

IFB Solutions was honored with the 2019 Employment Growth Award for its efforts to increase employee retention, growth, and upward mobility for people who are blind. This is the 14th award for IFB Solutions, which is presented by National Industries for the Blind (NIB) to recognize agencies who are increasing employment and economic opportunities for people who are blind or visually impaired.

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

IFB Solutions has the following objectives for FY 2021-2022:

- sustain sales revenue above \$200 M;
- reduce expenses through eliminating inefficiencies to improve margin (cut \$1 M of unnecessary expenses;)
- re-evaluate programs for children and adults, events and Community Low Vision Center as a line of business;
- improve on-boarding and retention practices through restating job expectations and hiring standards.

## D. Organizational Capacity

Completed by [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/19/2020 9:13 AM

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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?**

IFB Solutions (trade name of Winston-Salem Industries for the Blind) began operating in 1936 with a small workshop launched by a Winston-Salem Lions Club. The workshop began with six blind people in a two-room building, and production was limited to making mattresses, caning chairs, and assembling loop belts. Currently, IFB Solutions is the largest employer of individuals who are blind in the nation by blind hours worked with 500 employees with visual disabilities. At least 75% of our direct labor workforce is individuals who are blind or visually impaired. They produce thousands of products for government and commercial markets in our manufacturing facilities in Winston-Salem and Asheville, NC, Little Rock, AR, and Cabo Rojo, PR.

Our mission is "to provide opportunities for persons who are blind or visually impaired in need of training, employment and services. We believe that all persons who are blind or visually impaired have the right to succeed in every area of life." Our vision statement is "To be America's leader in building life-changing opportunities for people who are blind."

We offer not only employment and training opportunities for individuals who are blind, but also a wide range of services to local communities, where we operate our plants.

Our Community Low Vision Centers (CLVC) in Winston-Salem, Asheville, NC and Little Rock, AR have been able to reach thousands of individuals with low vision or blindness of all ages and change their lives by ensuring training and by providing assistive technologies necessary to maximize their remaining vision. The Focus on Literacy (FOL) program meets the needs of school-age children for whom assistive technology is only available in the classroom setting – now these students with visual disabilities are able to study independently utilizing assistive technologies we provide.

IFB Solutions Programs focus on developing independence in children or adults with vision loss. We provide computer and internet literacy training (on site and remotely), and support recreational clubs and gatherings, arts and crafts classes, and sports offerings to our employees and the wider community. Our Tracy's Little Red Schoolhouse (TLRS) in Winston-Salem opened its doors to the community in May 2012. The center is a one-stop location for all individuals who are blind or visually impaired. The Schoolhouse is also home for all Student Enrichment Experience (SEE) activities, including our SEE After School program and SEE Summer Camps. Our SEE Adventure Camp hosts teens who are blind for four days and three nights at Nantahala Outdoor Center. Our SEE Camp H2O is a national recreation-sports based camp for children who are blind or visually impaired on the shores of Lake Norman, NC.

Through a variety of programs and services, IFB Solutions serves thousands of individuals who are blind directly and indirectly every year. The majority of our services are covered through philanthropic dollars with operational support

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by margins from various lines of our business, optical manufacturing predominantly.

**FUNCTION (5 POINTS)**

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

84 years

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

There are hundreds of individuals who are blind and a few thousand of those who are visually impaired in greater Winston-Salem area. IFB Solutions has become a one-stop location for individuals with all levels of sight. We offer a range of vision services from an optical dispensary of affordable and stylish eyewear for individuals with regular sight to employment opportunities, orientation and mobility training, basic life skills training, recreation and socialization opportunities for those who have low vision or are completely blind.

We also organize a variety of community oriented events and programs that are aimed at raising awareness about issues related to blindness or low vision. Examples of such events are Sensitivity to Blindness training for the sighted or the audio description of life performances for theatres whose patrons are visually impaired.

Our employees who are blind supply the local community with mattresses, eyeglasses, low vision tools and aids, and a variety of other products. Employment at IFB offers the dignity of a job, competitive wages above the minimum wage levels, and opportunities for personal and professional growth.

**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
Process Engineer	Determine production flow and equipment layout	10	0.00 %
Product Development	Determine product specifications and define process methods	30	0.00 %
Training Development	Application of process methods and train employees	30	0.00 %
Plant Manager	Manage the overall progress of the plan	40	0.00 %
Production Supervisor	Manage the overall progress of the plan	40	0.00 %
Cell Leader	Provide training (sewing methods) during the training period and support to the supervisor	40	0.00 %
Direct Labor Operators	Execute the manufacturing and process steps to complete the different tasks required to manufacture the product	40	0.00 %
Quality Control Inspector	Check that customer requirement are met (product specifications)	40	0.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
David Horton	President and CEO	\$497,563.00	0.00 %

Daniel Kelly	Chief Operating Officer	\$310,268.00	0.00 %
Silas Martin	VP BSC & IT	\$213,426.00	0.00 %
David Hampton	VP of Human Resources	\$210,773.00	0.00 %
Kenneth Edwards	VP of Consolidated Logistic	\$196,245.00	0.00 %
Robert Burgess	Chief Financial Officer	\$250,242.00	0.00 %
		\$0.00	0.00 %

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

**Organizational Chart \*Required**

ORG STRUCTURE 11-18-19.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.**

All applicants are encouraged to apply online, by mail or in person by filling out a job application describing their work history. An HR representative meets with a potential candidate to answer general questions, and a potential supervisor interviews the person. A drug test and criminal control procedures are conducted if the prospect is a likely hire. IFB Solutions does not discriminate based on any demographic principles.

**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	36	13	5	28	12	4
Professionals	11	3	2	6	2	2
Technicians				1	1	1
Office/Clerical	14	15	6	21	18	7
Laborers/Service Workers	57	99	37	66	69	77
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	0	0	0	0	0	0
Professionals						
Technicians						
Office/Clerical	4		2	17	2	3
Laborers/Service Workers	40	20	12	19	24	23
Total Part-Time/Temp						

**D.8.**

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

2020-21 Slate of Directors, Officers and Committees.pdf

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

4

**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."**

Below is the project timeline starting from the date the contracts have been awarded.

Day 1 - 60 : Order and receive equipment (please see the budget with the list of equipment attached to "Required Documents");

Order and receive materials;

Day 60-120: Start training operators;

Day 120 - 150: Factory acceptance test (FAT) submission and approval;

Day 150: Full scale production.

**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?**

IFB's internal policies and procedures follow all mandated guidelines of department of Labor for ensuring equal access to benefits of the employment opportunities created for our employees. All individuals who are legally blind and are seeking employment are potential candidates for the position provided they meet basic position requirements.

## E. Cost Effectiveness

Case Id: 11076

Name: IFB Solutions - 2021/22

Completed by trussell@ifbsolutions.org on 11/19/2020 9:13 AM

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	\$16,761,581.00	\$15,045,222.00	\$17,723,953.00
Fundraising	\$100,000.00	\$100,000.00	\$100,000.00
Management and General	\$185,211,486.00	\$198,791,698.00	\$182,680,574.00
<b>Total Expenditures by Program</b>	<b>\$202,073,067.00</b>	<b>\$213,936,920.00</b>	<b>\$200,504,527.00</b>

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$30,874,229.00	\$28,704,388.00	\$33,218,249.00
Employee Benefits	\$12,917,778.00	\$10,741,586.00	\$12,930,525.00
Facility Rent and Utilities	\$1,336,385.00	\$1,444,170.00	\$1,487,058.00
Training and Conference Registration	\$0.00	\$0.00	\$0.00
Membership and Dues	\$5,293,774.00	\$5,334,260.00	\$5,033,694.00
Travel and Transportation	\$1,033,671.00	\$736,489.00	\$1,126,892.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$150,617,230.25	\$166,976,027.58	\$146,708,108.34
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$202,073,067.25</b>	<b>\$213,936,920.58</b>	<b>\$200,504,526.34</b>

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$0.00	\$0.00	\$0.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$199,377,981.00	\$214,089,150.00	\$200,165,913.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$1,536,873.00	\$1,063,752.00	\$1,111,473.00
Foundation Grants	\$0.00	\$0.00	\$0.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
<b>Total Revenues by Category</b>	<b>\$200,914,854.00</b>	<b>\$215,152,902.00</b>	<b>\$201,277,386.00</b>

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

Other operating expenses includes cost of goods manufactured, banking fees, depreciation, office supplies, shipping costs and other. As for program revenue sources, most of our sales are to the government.

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

Year	Funding Source	Funding Amount
2019	CDBG	\$5,000.00
2017	CDBG	\$50,000.00
2015	CDBG	\$75,000.00
2014	CDBG	\$75,000.00
2012	CDBG	\$74,300.00

**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
Equipment for new textile manufacturing project	\$50,000.00	\$63,555.00	NIB grants and IFB Solutions Operations
	\$50,000.00	\$63,555.00	

**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.**

With the help from this funding from the City of Winston-Salem, IFB Solutions will be able to purchase a piece of sewing equipment (JUKI AMS 210 E ( 220x 110 ) ) to launch its new textile manufacturing project, which will create job opportunities in Winston-Salem.

**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.**

IFB Solutions does not have other stakeholders or agencies, which are providing non-monetary assistance with a particular aspect of this particular programming.

**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.**

IFB Solutions applied and received CDBG assistance for our staples machinery, optical expansion, and mattress

business lines in the past. We were able to improve processes for employees working on those projects and create and maintain employment by meeting contractual obligations.

Last fiscal year, IFB Solutions lost some contracts in its optical department, which means a large portion of our revenue is lost and, along with it, a substantial part of a high margin business. This initiative is one of our attempts to maintain and now grow employment for people who are blind who have been effected by optical contracts fluctuations.

Within the scope of this project, through the capital purchase of all needed equipment, we will be able to launch a new textile manufacturing product line and create meaningful employment opportunities for at least 27 individuals including those who are blind or visually impaired in our community.

If the funding request is not funded at the full amount, we would have to use IFB's savings and operational revenue, which would take away from funding other programs and services that we provide to the community. Our strategic plan and risk assessment addresses this situation.

### **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.**

Once implemented, this will become a self-sustaining project through the sales of goods to the U.S. Department of Defense. IFB Solutions has always said that for us "sales equals employment." We leverage the purchasing power of the U.S. Government to create jobs for Americans who are blind. We are a qualified not-for-profit entity that produces products and services through the 82-year-old AbilityOne Program that was created in 1938 by the U.S. Congress. Products and services are added to the AbilityOne Program through a regulatory and statutory process. Once products are in the AbilityOne program for DoD customers, the U.S. government is required to continue purchasing those items on contracts from the authorized source of supply. As long as IFB Solutions is able to produce within the government's requirements on-time, at first quality, and at a fair market price, we can be assured of maintaining a contract that creates long-term sustainable employment for people who are blind. For more information about the AbilityOne Program please visit [www.abilityone.gov](http://www.abilityone.gov).

### **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 U.S. Combat Capability Development Command Soldier Center is undertaking a user evaluation of the described project from December of 2020 through March of 2021. We are currently making sample garments for soldiers to use in training and evaluation exercises. We are aware that after the user evaluation process it may require additional garment development if soldiers have feedback that might require us to redesign any portion of the garment. We are fully prepared to do so if required.

Our experience in working on design and manufacturing development contracts for the U.S. military is extensive. Six out of the past eight projects we have completed have moved from design development all the way to the full distribution to the U.S. Military. Projects include the Advanced Combat Shirt that now employs more than 90 people, the MOLLE 4,000 (backpack) that now employs more than 60 people, the Fuel Handler's Coverall that now employs more than 30 people, and the Extreme Weather Outer Layer garment that now employs more than 20 people.

#### **E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.)**



**and your plans for overcoming them.**

Our technical services and engineering team will work closely with the government to ensure project success. Our business development team will work closely with our regulatory agency to ensure we capture the project and complete all necessary administrative filings on time. Our operations management team will make sure we set-up production timely, train individuals for the jobs, and deliver products on time to the customer.

**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:	\$50,000
Number proposed to be served for the year:	27
Average City funds per beneficiary:	\$1,852
Proposed funds from all sources:	\$113,555
Number proposed to be served for the year:	27
Average total funds per beneficiary:	\$4,205

## F. Required Documents

Completed by trussell@ifbsolutions.org on 11/19/2020 9:14 AM

Case Id: 11076

Name: IFB Solutions - 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**  
9259\_HR-015 Code of Business Ethics.doc
  
- Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. \*Required**  
WSIFB 2018 Form 990 As Filed.pdf
  
- Organization By-Laws \*Required**  
9251\_By-Laws.pdf
  
- Articles of Incorporation \*Required**  
9248\_Articles of Incorporation.pdf
  
- Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) \*Required**  
9258\_Accounting procedures.zip  
9260\_HR-015 Code of Business Ethics.doc
  
- IRS 501(c)3 Designation Letter \*Required**  
501c3formIFB.pdf

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

WSIFB Issued FY19 Cons FS - 121919.pdf

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

\*Required

Current Status.docx

**Other**

11394\_Budget.xlsx

## G. Income Based Projects/Services Only

Case Id: 11076  
Name: IFB Solutions - 2021/22  
Address: \*No Address Assigned

Completed by trussell@ifbsolutions.org on 11/19/2020 9:14 AM

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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	27
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**

Procedures for screening, eligibility determination, intake, assessment and orientation of participants are described in our Sourcing and Onboarding HR tools. All individuals who are legally blind are considered potential applicants.

IFB Solutions uses Paycom applicant tracking services primarily. As supplemental requisition fulfillment aids, Indeed and LinkedIn are used most frequently. We also utilize social media (i.e. Facebook and Twitter) and other job boards on occasion. All of the tools listed are associated with varying expenses.

## H. Construction/Rehab Only

Completed by [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/19/2020 9:15 AM

Case Id: 11076

Name: IFB Solutions - 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 [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/19/2020 9:15 AM

**Case Id:** 11076

**Name:** IFB Solutions - 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 [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/19/2020 9:15 AM

Case Id: 11076

Name: IFB Solutions - 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 trussell@ifbsolutions.org on 11/20/2020 7:50 AM*

**Case Id:** 11076

**Name:** IFB Solutions - 2021/22

**Address:** \*No Address Assigned

---

## 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.**

Tatiana Russell

*Electronically signed by trussell@ifbsolutions.org on 11/20/2020 7:50 AM*