

A. Organization & Contact Information

Case Id: 11080
Name: ESR General 21-22 - 2021/22
Address: *No Address Assigned

Completed by shadowe.magaraci@eistr.org on 10/27/2020 11:52 AM

A. Organization & Contact Information

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

A.1. Organization Name

Experiment In Self-Reliance Inc.

A.2. Project/Program

ESR General 21-22

A.3. FY 2021-22 Funding Request Amount

\$90,000.00

A.4. Agency's Total Operating Budget

\$2,435,047.00

A.5. Mailing Address

PO Box 135 Winston-Salem, NC 27102

A.6. Project/Program Location Address

3480 Dominion St. Winston-Salem, NC 27105

A.7. Organization Website

www.eistr.org

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

1964

A.9. Organization Fiscal Year

July 1 - June 30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Twana Roebuck, Executive Director

A.13. Email

twana.roebuck@eistr.org

A.14. Phone

(336) 714-9237

CONTACT

A.15. Name, Title

Twana Roebuck, Executive Director

A.16. Email

twana.roebuck@eistr.org

A.17. Phone

(336) 714-9237

BOARD CHAIR

A.18. Name

Rebecca Bender

A.19. Term Expiration

02/28/2021

A.20. Email

rbender@intothearts.org

A.21. Phone

(336) 978-4134

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B. Project Overview

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B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

This request is to support agency operations and as such supports all of ESR 's programming to some degree. It supports personnel, space, supplies, contracts, communication, travel , and training. Most funding sources do not provide sufficient operations funding to cover the costs of providing for the necessities of case management. We were able to hire 3 new Housing Success Coaches last year, but that funding did not include operations funding.

This year, we have had added expenses for specialized cleaning, additional cleaning supplies, masks, signage/distance markings, protective screens and other expenses due to COVID-19, in addition to normal operating expenses.

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

Participants are screened through our Intake process. If deemed eligible, they are interviewed for further needs assessment . ESR participates in the Coordinated Intake Center and most of our potential Housing clients will access our program via that portal. Clients for Self-Sufficiency frequently are referred through educational organizations. Individual Development Account (IDA) clients locate us through the website, word of mouth, and VITA sites. Forsyth Free Tax (Volunteer Income Tax Assistance) draws participants through word of mouth, previous experience, and seasonal advertising for the free tax preparation services. VITA sites serve as an information dissemination point for all of our programs, and other mainstream services as well. ESR does some outreach in the community as well, including presentations, information booths at job and housing fairs, and more. The agency also hosts an annual job fair which helps make potential participants and referral partners aware of our services.

Due to COVID-19 and the availability of CARES funding for emergency assistance, more potential clients are becoming aware of ESR's other services, location, and process for seeking services, so we may in fact see an increase in participation across all of our programs and projects, even though the funding for emergency assistance is limited both in amount and time.

Clients in enrollment programs (SS, Housing, IDA) are required to maintain frequent contact with their case managers, who provide them with a range of services including counseling and research assistance, depending on the client's specific needs. If needed and available, ESR may also from time to time provide financial assistance, though in most years we do not have funding available for emergency assistance. This year (2020) we have been able to do emergency assistance through CARES funding, but that funding is time-limited and the need for emergency assistance in the community is greater than normal due to COVID-19. We do not anticipate continuing to provide emergency assistance

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as a regular activity beyond 2021-2022.

Successful clients, those who derive the most benefit from the program and go on to positive termination or graduation, are those who make use of their case managers' suggestions and guidance. Clients who are willing to work toward their own self-sufficiency goals are those who will succeed in moving from homelessness to stable housing, and potentially beyond to home ownership and a stake in their community.

NOTES REGARDING B.3. BELOW:

Totals below reflect only enrollment programs (Housing, Self-Sufficiency, and IDA), where clients remain in a program for a set amount of time or until they attain a goal. Additionally, ESR serves about 4,000 participants in the Forsyth Free Tax program. These participants are not tracked, other than as part of aggregate totals for IRS use. Many people come to or call ESR for information about our programs or other services in the community, and are referred to other agencies or given information without enrolling in a program. These Information/Referral touches usually number about 400-600 per year, and are generally not tracked beyond that single information touch.

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

415

Maximum Number of Participants to Be Served at a Single Time

545

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

480

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.

ESR's target population for our Housing Services and Self-Sufficiency programs is the working poor community of Winston-Salem/Forsyth County. The population is made up of 75% female - and 25% male-headed households. All {100%} of those actually served by our programs are below 125% of the federal poverty income guideline. Seventy-five percent (75%) of those being served are between 20 and 41 years of age. Currently, about 50% of our target population has suffered job loss or cutbacks in their hours.

The Individual Development Account (IDA) Program, which is a program promoting first-time home ownership for low to moderate-income residents of Forsyth County, has a higher income threshold than our other enrollment programs. These clients can earn up to 80% of the area median income.

Our Forsyth Free Tax program is not an enrollment program. The target population for this program is low- to-moderate-income taxpayers in Forsyth County. Residents who have less than \$54,000 in combined annual income are generally eligible to participate in the program. Clients in our enrollment programs are encouraged to take advantage of the

Forsyth Free Tax program.

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.

Poverty in Forsyth County is approximately 20.5% based on Census Bureau statistics. While 87% of Forsyth County residents have completed high school, less than 32% have achieved a Bachelor's degree or higher.

(<http://www.census.gov/quickfacts/table/EDU635213/00,37067>)

Access to affordable housing in Forsyth County has been and continues to be a critical need that ESR's Housing Services, in conjunction with the City of Winston-Salem, the Housing Authority of Winston-Salem, United Way, and others, continues to address. We provide case management services to families and individuals who are ready to work within a structured program to move from poverty and/or homelessness into self-sufficiency and standard, affordable housing or home ownership.

This population faces many barriers that alone they may not be able to overcome to attain any level of self-sufficiency. These clients are often less educated than average, with fewer marketable skills. The lack of skills makes finding and keeping employment that pays a living wage difficult for most and impossible for some. This translates to an inability to meet financial obligations, including rent, and ultimately to homelessness. Without assistance, many families and individuals remain locked in a cycle of poverty, sleeping on the streets or at shelters, gaining employment only to lose it again due to an unstable living situation, and become permanently dependent on agencies, churches, and government programs for their survival.

However, residents who have access to ESR's programs tend to become more stable in many aspects of their lives, including but not limited to affordable, stable housing. Interventions to help break the cycle of poverty include addressing the needs of parents of school aged children to help stabilize the family unit, helping to improve parenting skills, and providing resources and counseling to help families escape poverty.

COVID-19 has increased the number of people requiring assistance of some kind, and to a degree, has limited the availability of some critical services due to social distancing requirements. ESR has adjusted its operating procedures to continue meeting the needs of as many people as possible.

COLLABORATION (6 POINTS)

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

ESR is, and has traditionally been involved in a number of collaborative relationships with other organizations. Every phase of our service provision is created to take advantage of the areas of service in which our partners excel, and to provide equally excellent and cost-effective services to clients of our partner agencies as necessary. Because the ultimate goal of self-sufficiency pervades every aspect of our service provision, these collaborative relationships ultimately impact all of our Programs and projects.

The City of Winston-Salem, Forsyth County, and United Way are major fund sources, as well as making important contributions to the program concepts we offer. The City of Winston-Salem often invites or requests ESR to do pilot projects, and the agency regularly steps up to do so.

We frequently work with the Housing Authority of Winston-Salem, shelters like Bethesda Center, and private property owners to help homeless clients locate safe and affordable immediate and long-term shelter. We work closely with the

Department of Social Services to help prevent client homelessness and providing diversion assistance to prevent clients from entering and perhaps becoming trapped in the system.

Employment service needs of ESR clients are met through collaboration with Goodwill Industries, Vocational Rehabilitation, and the JobLink Center, along with the Department of Employment Services.

Forsyth Technical Community College, Mount Eagle College and Winston-Salem State University work closely with us to assist our clients in improving their education levels.

We work with Wake Forest University and Legal Aid of North Carolina to help clients with legal matters, such as expungement and landlord/tenant issues.

Doctors' Care, the Downtown Health Plaza, and the Health Department often field healthcare concerns.

Habitat For Humanity and Financial Pathways of the Piedmont are both closely tied to our IDA Program.

Truliant, Allegacy, Truist and other banks and credit unions work with our clients to establish savings accounts through our NC Saves Project.

Our Forsyth Free Tax program works with Goodwill, the Forsyth County Library, and others. We also partner with the Library for our Family Film Fest each summer, along with a variety of service providers and presenters that change with each event.

IDIS Setup

No data saved

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IDIS Setup

Please provide the following information

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE

C. Strategy and Performance

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C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

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

Livable Neighborhoods

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

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

PERFORMANCE (15 POINTS)

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

Monitoring is accomplished through monthly reports to management staff and the Board of Directors. We report to our funding sources monthly, quarterly, semiannually and annually, depending on what schedule is specified in the various contracts. Each program has tracking software (MCAH, AR4CA, Outcome Tracker) that is used to record client progress and generate reports. If program objectives are not met within acceptable ranges, program goals and staff are re-evaluated to determine what if any changes to program processes might be required to correct any shortfall in performance. For the Forsyth Free Tax program, the software used to file tax returns also tracks program results and generates reports, from which we can determine where adjustments are needed (marketing, volunteer recruitment and retention, etc.) if they are necessary.

C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency

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that will be used to capture project/program performance.

For Housing Services, data is captured and tracked in the MCAH database. This allows us to generate a broad range of reports for distribution to our Board of Directors monthly, and fund sources quarterly and at year end. Self Sufficiency uses AR4CA to track participant data. It also can be used to generate reports for the Board (monthly) and funders (quarterly, annually). We use this data to monitor and assess program efficiency as well. The Individual Development Account (IDA) program uses Outcome Tracker for tracking and reporting.

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
25% of clients exiting ESR's Self- Sufficiency Program will increase their household income above the federal poverty guideline.	Collaborate with Goodwill Industries and others for vocational training. Case managers assist clients in job search and job readiness.	38 of 127 exiting Self-Sufficiency clients increased their income above the poverty guideline.	We expect to serve 240 during 20-21, of whom 10% (about 24 clients) are expected to rise above poverty. This lower projection is due to the effects of COVID-19 on employment and the community.	25% of clients exiting ESR's Self-Sufficiency Program will increase their household income above the federal poverty guideline.
80% of clients exiting Housing or Self-Sufficiency programs will be in stable housing at program exit, or will exit into positive housing destinations. (Ex. homeless to housed, renter to homeowner).	Case managers provide housing placement assistance, mentoring, budget counseling, employment assistance, connections to supportive services.	184 of 205 Housing and Self-Sufficiency terminations were stably housed at program exit. 55 of 55 IDA clients were either still in the program and stably housed, or had exited as homeowners.	We expect approximately 210 households to exit Housing or Self-Sufficiency. Of these, 170 will be in stable housing or a positive housing situation at exit. Of IDA participants, we expect all who exit to exit into their own homes.	80% of clients exiting enrollment programs will be in stable housing at program exit, or will exit into stable housing. (Ex. homeless to housed, renter to homeowner).
80% of clients who complete a program at ESR will have improved their financial literacy	Case managers provide 1-on-1 counseling in budgeting. Clients are encouraged to	Of 205 Housing and SS terminations, 173 (84%) improved their financial literacy through program	Due to COVID-19 restrictions we have not been able to provide the classroom work	We anticipate that at least 80% of our exiting clients will demonstrate improved financial

through case management and classroom style training.	participate in Road To Empowerment training for financial literacy. Self-Sufficiency clients are encouraged to take essential skills classes offered through the program. IDA clients are required to pass the financial literacy portion in order to graduate from the program.	participation. Of our 55 IDA clients, all improved their financial literacy level.	normally included in this outcome, so we do not expect greater than 65% to demonstrate improvement.	literacy skills.
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	205	456
FY 20-21 Current Year Projected Results	277	460
FY 21-22 Next Year Anticipated Results	480	480

C.6. FY 19-20 Program Accomplishments

We have focused on financial literacy initiatives across all programs. All program graduates have an improved understanding of money, the impact of their financial decisions, and the importance of saving. More participants understand and obtain banking products, especially savings accounts, by the time they exit our programs. ESR's programs focus on helping households become stable, encouraging employment improvements, education, financial literacy, and breaking the cycle of generational poverty.

Through the last half of Program Year 19-20, we were able to adapt our service model to continue serving our clients during the COVID-19 pandemic. Our clients continued to receive case management services and as many supportive services as remained available in the community. We were also able to reopen our Forsyth Free Tax program in time to help many people file their tax returns.

C.7. FY 21-22 Key Objectives

We are in the process of creating our next Strategic Plan for 2021 through 2024. We are listening to the community to fully understand what the people we serve want and need from human service providers. We are incorporating what we have learned in this crisis into our discussions, as well as looking at our successes and shortcomings in our service to the community in recent years to help shape the future of our programs and services. We will begin implementing our new Strategic Plan in 2021.

Improving community Financial Literacy remains a key objective. We will continue to help our program participants understand basic financial concepts so that they are able to make more sound decisions and potential improve their

circumstances and break out of poverty cycles.

We are also focusing on vocational training in programs that lead to employment in immediate-need fields where our clients can complete the training and find high-paying employment right away. Such fields include nursing and truck driving. We are working with Forsyth Tech to move clients into their certificate programs that can help them obtain jobs in fields that pay a living wage.

D. Organizational Capacity

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D. Organizational Capacity

Please provide the following information

MISSION (5 POINTS)

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

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

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

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

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

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

FUNCTION (5 POINTS)

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

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

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

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

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

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

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

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

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Executive Director	General management of agency	36	30.00 %
Senior Finance Director	Financial management of agency	36	30.00 %
Fiscal & Compliance Associate	Segregation of duties, financial reports	36	50.00 %
Director of Agency Operations	Program and Facilities management	36	25.00 %
Executive/Program Assistant	Support to Executive Director and Program Managers	36	9.00 %
Admin. Assistant/Data Analysis	Grant writing, data tracking and reporting, social media, tech support	36	5.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Twana Roebuck	Executive Director	\$96,378.00	30.00 %

Debra Perkins	Senior Finance Director	\$78,307.00	30.00 %
Fred Bazemore	Director of Agency Operations	\$57,337.00	25.00 %
Victoria von Dohlen	Development and Agency Relations Manager	\$43,444.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

ESR 6-2020 Org Chart - No Names.docx

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

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

D7 Experiment in Self-Reliance is an Equal Opportunity Employer. It has an established Equal Employment Policy that states it is the policy of ESR that no person shall be denied a job opportunity on the grounds of age, disability, national origin, pregnancy, race/color, religion, or sex. When a job vacancy becomes available the position is posted internally for two days. If there are no interested parties internally, the position is posted for two (2) weeks to allow external applications to be submitted. The posting is publicized to major employment components such as the Workforce Solutions of NC, as well as the Spanish League, Human Relations Commission, United Way, and Qué Pasa Newspaper, The Chronicle, and the Winston-Salem Journal. Additionally, we post job openings to our website and social media, and web-driven employment sites such as Monster or Indeed.

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

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

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

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

D.8.

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

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

10

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

8

ABILITY (5 POINTS)

D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."

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

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

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

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

E. Cost Effectiveness

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Address: *No Address Assigned

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E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

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

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

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$1,229,864.00	\$1,275,826.00	\$1,279,992.00
Employee Benefits	\$363,715.00	\$372,690.00	\$372,690.00
Facility Rent and Utilities	\$189,507.00	\$179,109.00	\$181,009.00
Training and Conference Registration	\$5,425.00	\$5,425.00	\$5,000.00
Membership and Dues	\$2,655.00	\$2,655.00	\$2,800.00
Travel and Transportation	\$15,432.00	\$15,432.00	\$14,500.00
Grants to Individuals and Organizations	\$117,863.00	\$396,690.00	\$405,850.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$42,959.00	\$44,580.00	\$44,580.00
Other Operating Expenditures	\$143,260.00	\$143,260.00	\$141,687.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$2,110,680.00	\$2,435,667.00	\$2,448,108.00

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

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

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

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

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

Year	Funding Source	Funding Amount
2020	General	\$85,230.00
2019	General	\$85,230.00
2018	General	\$85,230.00
2017	General	\$85,230.00
2016	General	\$85,230.00

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
Salaries/Benefits	\$73,499.00	\$256,025.00	Foundations, United Way, HUD, CSBG, County
Travel	\$1,450.00	\$5,050.00	Foundations, United Way, HUD, CSBG, County
Communications	\$2,230.00	\$7,770.00	Foundations, United Way, HUD, CSBG, County
Space	\$4,684.00	\$16,316.00	Foundations, United Way, HUD, CSBG, County
Supplies	\$1,515.00	\$5,276.00	Foundations, United Way, HUD, CSBG, County
Audit (Contractual)	\$1,606.00	\$5,594.00	Foundations, United Way, HUD, CSBG, County
Insurance	\$5,016.00	\$17,472.00	Foundations, United

			Way, HUD, CSBG, County
	\$90,000.00	\$313,503.00	

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.

Travel includes accommodations for conferences, client transportation, and mileage. Communications includes postage, phone, and Internet. Supplies includes office supplies. Space includes utilities, cleaning service, trash, and lawncare. Insurance includes property insurance and general liability.

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.

Currently no stakeholder or agency is providing in-kind assistance with our programs. However, our board members and volunteers are a great asset to all of our activities.

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 an increase over what we received last year. This is to cover increased costs, and to continue funding our Fiscal & Compliance Associate, along with 2 new Housing staff. The accounting and reporting requirements are significant, and the finance department needed additional personnel to guarantee coverage for required time off and to guarantee segregation of duties. The General funding from the City supports 50% of this position, with the remaining 50% paid from CSBG funding. The new Housing staff salaries are funded through CoC funding, but it does not cover indirect costs for these positions.

As always, we are seeking out other sources of unrestricted funds and will continue to do so. We are increasing the number of fundraising events to help offset increasing costs. We request an increase in city funding to cover increasing operations costs to allow use of unrestricted funds from fundraising activities to implement maintenance reserves.

It should be noted that ESR is an excellent investment. Our IDA program has graduated more than 600 homeowners since its inception, and at least 80% of these homeowners contribute to the city via property taxes annually--a minimum of \$300,000 per year, every year. Our Forsyth Free Tax program saves taxpayers money and returns funds to hundreds of residents that is then returned to the community in the form of money spent in local businesses--an average of more than \$2 million per year. We are likely to see an increase in requests for service due to the effects of COVID-19 on our community and economy.

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.

ESR receives funding from a variety of grant sources that we reapply to annually. These grants generally are stable funding streams, although amounts have gradually decreased in recent years. Foundation funding goals have changed, which challenges us to look at client assistance funding differently.

ESR continuously seeks new grants, both renewable and project-based. We are working with new friends from our recent capital campaign to stabilize an annual giving campaign. We are exploring other fundraising avenues, such as

two or more annual signature events. We are making much greater use of social media and the Internet, also.

BARRIERS (3 POINTS)

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

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

We hope it will not become necessary to further reduce available services to our clients or reduce the case management staff, as services and staff to provide them are critical to the programs.

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

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

AVERAGE COST (5 POINTS)

E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	90000
Number proposed to be served for the year:	480
Average City funds per beneficiary:	187.50
Proposed funds from all sources:	403503
Number proposed to be served for the year:	480
Average total funds per beneficiary:	840.63

F. Required Documents

Completed by shadowe.magaraci@eistr.org on 10/28/2020 2:01 PM

Case Id: 11080

Name: ESR General 21-22 - 2021/22

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Code of Conduct.docx

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

6-30-19 Form 990.pdf

Organization By-Laws *Required

ESRBylaws Amended 9-12-18.docx

Articles of Incorporation *Required

ESR articles of incorporation.pdf

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

ESR Anti-Discrimination Policy.pdf

ESR Fair Housing Policy.pdf

ESRHRManualFinal.docx

ESR Financial Policies.docx

IRS 501(c)3 Designation Letter *Required

ESR 501c3 letter 5-4-16.pdf

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

6-30-19 ESR audit.pdf

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

***Required**

SAM Registration 2020-10-22.jpg

North Carolina Secretary of State Search Results.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11080
Name: ESR General 21-22 - 2021/22
Address: *No Address Assigned

Completed by shadowe.magaraci@eistr.org on 10/28/2020 2:08 PM

G. Income Based Projects/Services Only

** Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).**

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

G.1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.

Income Range	# to be served
0 to 30% of median	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 shadowe.magaraci@eistr.org on 10/28/2020 2:06 PM

Case Id: 11080

Name: ESR General 21-22 - 2021/22

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.**
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

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

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

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

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

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

H.6. Describe the property management plan.

H.7. List the development team members.

H.8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.

H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govmt Funding
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Documentation

Market study or other analysis to verify the need for the project.

***No files uploaded*

Development costs that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet.

***No files uploaded*

Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format.

***No files uploaded*

Operating Budget

***No files uploaded*

Form 990

***No files uploaded*

I. Emergency Shelter Only

Case Id: 11080

Name: ESR General 21-22 - 2021/22

Address: *No Address Assigned

Completed by shadowe.magaraci@eistr.org on 10/28/2020 2:05 PM

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project. **

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by shadowe.magaraci@eistr.org on 10/28/2020 2:05 PM

Case Id: 11080

Name: ESR General 21-22 - 2021/22

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

Rapid Rehousing Services

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

HMIS/Data Collection Budget

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

Submit

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Case Id: 11080

Name: ESR General 21-22 - 2021/22

Address: *No Address Assigned

Submit

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

Twana Roebuck, Executive Director

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