

A. Organization & Contact Information

Case Id: 14470
Name: IFB Solutions - 2022/23
Address: *No Address Assigned

Completed by trussell@ifbsolutions.org on 11/19/2021 9:00 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

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 2022-23 Funding Request Amount

\$20,000.00

A.14. Phone

(336) 245-5606

A.4. Agency's Total Operating Budget

\$152,298,705.00

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

Brenda Diggs

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

1936

A.19. Term Expiration

10/30/2022

A.9. Organization Fiscal Year

FY 2022

A.20. Email

bidiggs@aol.com

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

A.21. Phone

(336) 724-6827

B. Project Overview

Completed by trussell@ifbsolutions.org on 11/19/2021 9:02 AM

Case Id: 14470

Name: IFB Solutions - 2022/23

Address: *No Address Assigned

B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

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

IFB Solutions is requesting funds from the City of Winston-Salem to acquire 14 individual workstations for its Pinnacle Bottle Production line, which will create up to 10 meaningful and challenging jobs for people who are blind in our community. The bulk of individuals who are blind who are not employed 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. The projected total budget is \$45,000. We humbly request \$20,000 for partial coverage of equipment through the CDBG opportunity.

On March 9, 2021, with the unanimous approval of the IFB Solutions Board of Directors, IFB Solutions acquired 100% of the assets of Pinnacle Mercantile, LLC.

By acquiring the new business, which is a reseller and manufacturer of everyday home, kitchen, garden, and landscape products primarily made in the USA, IFB Solutions was able to immediately create ten jobs, and with the rapid deployment of our product development capabilities, retain another 50 jobs in our Winston-Salem facility. The company sells and distributes products, primarily through the Amazon marketplace using fulfilled by Amazon (FBA) services. 80% of revenue was business-to-consumer through August 2020 (92% in 2019.) Amazon then fulfills the majority of shipments to the customer and handles customer communications. The projected annual revenue is \$7-8M and, most importantly, the effort will create jobs for the underserved population in Forsyth County.

As of today, we have 15 individuals working on the Pinnacle Bottle Production line with only five of them blind or visually impaired. By purchasing 14 generic workstations, we will be able to replace 10 sighted jobs with "blind-friendly" jobs thus creating positions for individuals who are blind.

The goal of this project is to create opportunities for the underserved population of individuals who are legally blind in Winston-Salem.

The project objectives are the following:

- acquire 14 generic individual workstations for the Pinnacle Bottle Production.
- install 14 workstations.
- provide training/retraining to at least 10 individuals who are blind.
- create at least 10 jobs for people who are blind with this project.

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

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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 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.

Job benefits are extensive as well: from flexible spending plans to cash advances available, from medical, vision, and dental plans, to financial support during COVID-19, where IFB Solutions pays up to two weeks if you get sick or need help with day care expenses.

B.3. Describe the unmet need that the proposed project/program seeks to address. Include data supporting the need.

During the continued spread of COVID-19, IFB Solutions is asking for your help. We have witnessed the financial impact this crisis has already had on our programs and services for individuals who are blind or visually impaired in this community with access to low vision services limited and much-needed face-to-face interaction restricted. After the pandemic, barriers to employment for this disadvantaged workforce will be higher than ever.

With the help of the new project, at least 10 people will become employed or become candidates for an upward mobility opportunity. We are very excited to reengineer our business portfolio and create new employment opportunities for people who are visually impaired.

Right now, the Pinnacle production area needs improvement in both process and layout. Most employees who work for this line have to be sighted. The Pinnacle product line contains approximately 183 separate item numbers. Many are the same products packaged in different quantities, but it is still a challenge to develop an efficient and cohesive production strategy.

With the new workstations, we will be able to delineate assembly processes, which would also create an opportunity to replace sighted jobs with blind-friendly positions, save time and improve the efficiency of the process.

Individual workstations are essential in creating a healthy, comfortable, and task-efficient production line. Workstations should follow the workflow and be planned to accommodate equipment, ancillary equipment, tools, and supplies. Consideration must also be given to the number of people who will use the space, their physical characteristics, whether they will sit, stand, or use a combination of positions, and if they need some type of aid to be able to see and reach all of the necessary components. Air quality, temperature, and humidity must be regulated, and drafts must be avoided. Lighting must be task appropriate, not necessarily standard overhead lighting, and noise must be minimal.

Ideally, individual workstations are versatile, modular, and flexible so that they can be altered to accommodate new tasks, equipment, or people. The work surface should be height adjustable, and seating should be individualized and task-appropriate.

A copy of the projected layout of the Pinnacle Bottle Production line with 14 workstations is attached to "Required Documents".

COLLABORATION (6 POINTS)

B.4. 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 "handouts," 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, provides leadership training for people who are blind, and recommends manufacturing and engineering improvements to improve accessibility.

We 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. We also partner closely with local small businesses and have recently started developing relationships with independent eye care professionals.

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, and even multiple arts organizations and initiatives, and local theaters to name just a few.

IFB Solutions partners with the National Industries for the Blind (NIB) Productivity Engineering (PE) program to help enhance the productivity of employees who are either blind or blind with other disabilities and in general to assist the NIB-associated agencies to sustain and improve employment and wages.

As a result of collaboration for this project, the NIB PE team identified that acquiring 14 individual workstations for the Pinnacle Bottle Production area will be the best solution, which will allow creating more jobs for individuals who are blind while increasing the productivity and efficiency in the production area.

C. Strategy and Performance

Completed by trussell@ifbsolutions.org on 11/19/2021 9:45 AM

Case Id: 14470

Name: IFB Solutions - 2022/23

Address: *No Address Assigned

C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles 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. 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 the manufacturing industry's international standards for quality assurance and meets or exceeds rigorous ISO quality standards for the 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 is 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.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.

Keeping our operations competitive in the national and even global arena is important so we can continue providing the jobs of choice for our constituency. If the stated project goal provided is not achieved, we would have to look for other grant opportunities to cover expenses related to purchasing individual workstations, which will significantly postpone the improvement of our manufacturing processes and the employment of people who are blind.

Attach participant/program data sample report

Participant/Program Data Sample Report *Required

Data Report Example.pdf

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 20-21 Previous Year Results	FY 21-22 Current Year Projected Results	FY 22-23 Next Year Anticipated Results
Demonstrate readiness to install the equipment within 90 days after receiving a grant.	Purchase equipment required for the project.	It is a new project.	At least 15 individuals are working in the department.	Increase the capacity of production.
Successfully train or retrain 15 individuals including 10 of those who are blind or visually impaired.	Match human assets with the tasks: - conduct potential labor assessments; - identify the list of accommodations based on the hired blind workforce.	N/A	Successful recruitment and selection of blind and sighted labor.	At least 15 meaningful jobs have been created; 10 of those for people who are blind or visually impaired.

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	0	0
FY 21-22 Current Year Projected Results	15	15
FY 22-23 Next Year Anticipated Results	25	25

C.6. FY 20-21 Program Accomplishments

We strive to ensure that at least 75% of our direct labor workforce is made up of individuals who are blind or visually impaired. Our teams produce a wide variety of products for government and commercial markets in our manufacturing facilities in Winston-Salem and Asheville, NC, Little Rock, AR, and Cabo Rojo, PR. With employees at retail Base Supply Centers throughout the US, IFB Solutions has over 20 locations with headquarters in Winston-Salem.

Our Community Low Vision Centers (CLVC) in Winston-Salem and Asheville, NC, and Little Rock, AR reach thousands of individuals with low vision or blindness of all ages and change their lives by providing assistive technologies necessary to maximize their remaining vision. People with low vision visit our centers or the mobile low vision clinic to receive exams from physicians specializing in low vision.

Our Focus on Literacy (FOL) program meets the needs of school-age children for whom assistive technology was only available in the classroom– now these students with visual disabilities study independently with the assistive technologies we provide for at-home use.

IFB Solutions Programs provide independent living skills training for 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. Student Enrichment Experience (S.E.E.) after-school programs and summer camps for children with visual impairments in Winston-Salem and other IFB locations bridge a gap in services in the local community. S.E.E. programming changes lives and improves independence and self-confidence for children with vision loss across North Carolina. If not for our programs, these students’ access to any enrichment activities would be limited.

C.7. FY 22-23 Key Objectives

IFB Solutions has the following objectives for FY 22-23:

- sustain \$150,000,000 annual revenues;
- 15% of business revenue generated through commercial sales;
- keep 70% blind to sighted ratio;
- keep 770,000 hours worked annually by people who are blind;
- raise \$1.75 M in charitable contributions;
- improve onboarding and retention practices through restating job expectations and hiring standards.

Attach participant/program data sample report

Documentation

 **Participant/Program Data Sample Report**

Data Report Example.pdf

D. Organizational Capacity

Completed by trussell@ifbsolutions.org on 11/19/2021 9:38 AM

Case Id: 14470

Name: IFB Solutions - 2022/23

Address: *No Address Assigned

D. Organizational Capacity

Please provide the following information.

MISSION (5 POINTS)

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

IFB Solutions® (trade name of Winston-Salem Industries for the Blind, Inc.) is a 501(c)3 nonprofit organization, which exists to create employment, training, and services for individuals who are blind or visually impaired.

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."

Our mission and vision influence every decision made at IFB Solutions - from building customized, state-of-the-art work environments and training programs to design employee compensation and benefits programs that ensure people who are blind are able to maintain personal independence and jobs of choice.

Today, IFB Solutions is the largest employer of people who are blind or visually impaired in the country with over 400 employees with visual disabilities and almost 800 employees across all locations.

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.

FUNCTION (5 POINTS)

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

85 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 the 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 live performances for theatres whose patrons are visually impaired.

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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 and executive staff 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	10	0.00 %
Plant Manager	Manage the overall progress of the plan	12	0.00 %
Production Supervisor	Manage the overall progress of the plan	40	0.00 %
Cell Leader	Provide training during the training period and support to the supervisor	15	0.00 %
Quality Control Inspector	Check that customer requirement are met (product specifications)	20	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	\$682,929.00	0.00 %
Daniel Kelly	Executive Vice President of Strategy and Programs	\$325,525.00	0.00 %
Silas Martin	Chief Operating Officer	\$255,393.00	0.00 %
Rob Burgess	Chief Financial Officer	\$266,587.00	0.00 %
Ken Edwards	Chief Revenue Officer	\$222,789.00	0.00 %
David Hampton	Vice President of Human Resources	\$229,302.00	0.00 %
Vasudha Rangapathy	Vice President of Information Technology and Ecommerce	\$158,661.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

11353_ORG STRUCTURE 11-18-19 (1).pdf

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. Best practices for accessing a diverse hiring process and candidate pool include:

All applicants are encouraged to apply online, by mail or in person by filling out in 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, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	30	12	5	30	14	3
Professionals	9	6	4	5	0	7
Technicians	94	100	20	80	62	99
Office/Clerical	19	15	6	30	16	10
Laborers/Service Workers	2	3	3	1	8	10
Total Full-Time						

Please enter the total number of **Temporary/Part-Time Positions (FTE) and Employees** you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals	5		1	10	1	1
Technicians	8	8	1	7	10	1
Office/Clerical		2				1
Laborers/Service Workers						
Total Part-Time/Temp						

D.8.



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

2021-22 Board of Directors.docx

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. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.

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

Day 1 - 90: Order and receive equipment.

Day 90-120: Training/Retraining.

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

Day 150: Full-scale production.

D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?

Due to recent production downturns, 50 current IFB employees were at immediate risk of losing their jobs. IFB's Mattress Department has experienced a 42% decrease in year-over-year revenue, or \$2.5M, and our military and textiles division was by a 16.3% drop in year-over-year revenue, which is \$7.8M.

The IFB executive team has worked hard to come up with new creative ways to re-engineer our business portfolio and create new employment opportunities for people who are visually impaired. As a result, on March 9, 2021, with the unanimous approval of the IFB Solutions Board of Directors, IFB Solutions acquired 100% of the assets of Pinnacle Mercantile, LLC.

D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?

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 emplo

E. Cost Effectiveness

Case Id: 14470

Name: IFB Solutions - 2022/23

Completed by trussell@ifbsolutions.org on 11/19/2021 10:17 AM

Address: *No Address Assigned

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 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Program Services	\$17,723,953.00	\$15,045,222.00	\$14,820,054.00
Fundraising	\$100,000.00	\$713,488.00	\$0.00
Management and General	\$182,680,574.00	\$183,132,988.00	\$137,478,651.00
Total Expenditures by Program	\$200,504,527.00	\$198,891,698.00	\$152,298,705.00

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$33,218,249.00	\$28,704,388.00	\$28,867,124.00
Employee Benefits	\$12,930,525.00	\$10,741,586.00	\$11,732,315.00
Facility Rent and Utilities	\$1,487,058.00	\$1,444,170.00	\$1,514,567.00
Training and Conference Registration	\$0.00	\$0.00	\$0.00
Membership and Dues	\$5,033,694.00	\$5,334,260.00	\$4,195,546.00
Travel and Transportation	\$1,126,892.00	\$736,489.00	\$774,929.00
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	\$146,708,109.00	\$151,930,805.00	\$105,214,224.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$200,504,527.00	\$198,891,698.00	\$152,298,705.00

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$27,800.00	\$20,000.00	\$20,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$199,337,454.00	\$197,771,178.00	\$150,578,705.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$1,083,673.00	\$1,100,520.00	\$1,700,000.00
Foundation Grants	\$55,600.00	\$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
Total Revenues by Category	\$200,504,527.00	\$198,891,698.00	\$152,298,705.00

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
2020	CDBG	\$27,800.00
2019	CDBG	\$5,000.00
2017	CDBG	\$50,000.00
2015	CDBG	\$75,000.00
2014	CDBG	\$75,000.00

E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Equipment for the Pinnacle project	\$20,000.00	\$25,000.00	IFB Solutions Operations
	\$20,000.00	\$25,000.00	

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

The resources from the City of Winston-Salem will be spent on purchasing 14 individual workstations for the new Pinnacle Bottle Production line at IFB Solutions. The rest of the expenses associated with this project will be covered by IFB Solutions' operational revenue.

The cost for purchasing 14 individual workstations is approximately \$35,000 (approx. \$2,500 x 14 stations.), plus there will be miscellaneous expenses related to the installation, additional aids, and tools, which would need to be added to each station by our engineers. Each workstation would create an efficient physical space and environment for an employee to assemble a certain product, create packaging with various quantities. There are two operators per station. An operator at the hoppers will perform assembly operations. Completed assemblies will be moved using a conveyor belt to a small staging area adjacent to the bagging and boxing table. A second operator will take the assemblies from staging and perform bagging and boxing functions. Both raw bags and boxed can be staged in bulk, close to the point-of-use locations, for easy restocking by the material handlers.

The City funds will be invested in this space reorganization and operational improvement and thus directly responsible for creating 10 jobs for individuals who are blind or visually impaired.

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.

This year, we have a similar request to the City of Winston-Salem, we are asking for support in our new production, which needs new equipment. As a result, it will create 10 jobs for individuals who are blind or visually impaired.

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.

Our ability to create long-term, sustainable employment opportunities for people who are blind requires us to sell quality products manufactured or packaged in our business locations on time and at fair-market prices. This project will be self-sustaining with the sales of our products through the Amazon marketplace to the North American consumer. Additionally, our ability to rapidly design, manufacture, and market new products or changes to existing products are also critical given the changes in consumer interests, technological innovations, and other economic forces.

The one-time investment in our new product line capability will help to ensure the long-term sustainability of this program through only the direct sales of products.

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.

We do not see any potential programmatic barriers to project implementation.

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 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:	20000
Number proposed to be served for the year:	28
Average City funds per beneficiary:	714
Proposed funds from all sources:	45000
Number proposed to be served for the year:	28
Average total funds per beneficiary:	1,607

F. Required Documents

Completed by trussell@ifbsolutions.org on 11/19/2021 1:14 PM

Case Id: 14470

Name: IFB Solutions - 2022/23

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

9260_HR-015 Code of Business Ethics (1).doc

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

WS Industries for the Blind Inc 2019 Final Return.pdf

Organization By-Laws *Required

9251_By-Laws (1).pdf

Articles of Incorporation *Required

9248_Articles of Incorporation (1).pdf

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

9258_Accounting procedures (2).zip

9260_HR-015 Code of Business Ethics (1).doc

IRS 501(c)3 Designation Letter *Required

501c3formIFB.pdf

Audited Financial statements or third-party review from 2019 and 2020. *Required

WS Ind. for the Blind Issued FS 9.30.20 - Secure Copy.pdf

Printed By: Rene Williams on 1/28/2022

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

***Required**

Certificate.pdf

Participant/Program Data Sample Report *Required

Data Report Example.pdf

Other

Future Lay Out.pdf

G. Income Based Projects/Services Only

Case Id: 14470
Name: IFB Solutions - 2022/23
Address: *No Address Assigned

Completed by trussell@ifbsolutions.org on 11/19/2021 1:14 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	50
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.

H. Construction/Rehab Only

Completed by trussell@ifbsolutions.org on 11/19/2021 1:17 PM

Case Id: 14470

Name: IFB Solutions - 2022/23

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 and provide plans. If the project is approved, we will need a detailed work write-up.

N/A

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

N/A

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

N/A

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

N/A

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

N/A

H.6. Describe the property management plan.

N/A

H.7. List the development team members.

N/A

H.8. Describe the financial capability of the sponsor/owner organization.

N/A

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	Govt Funding
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Documentation

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

NA.docx

Participant/program data sample report ***Required**

NA.docx

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

NA.docx

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

NA.docx

I. Emergency Shelter Only

Case Id: 14470

Name: IFB Solutions - 2022/23

Address: *No Address Assigned

Completed by trussell@ifbsolutions.org on 11/19/2021 1:17 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 trussell@ifbsolutions.org on 11/19/2021 1:17 PM

Case Id: 14470

Name: IFB Solutions - 2022/23

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

K. HOPWA

Completed by trussell@ifbsolutions.org on 11/19/2021 1:17 PM

Case Id: 14470

Name: IFB Solutions - 2022/23

Address: *No Address Assigned

K. HOPWA

Please provide the following information.

Are requesting funds for a HOPWA project?

Submit

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Case Id: 14470

Name: IFB Solutions - 2022/23

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.

trussell@ifbsolutions.org

Electronically signed by trussell@ifbsolutions.org on 11/19/2021 1:18 PM

IDIS Setup

No data saved

Case Id: 14470

Name: IFB Solutions - 2022/23

Address: *No Address Assigned

IDIS Setup

Please provide the following information.

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE