

Program Overview

Completed by lerinc@triad.twcbc.com on 3/31/2022 11:15 AM

Case Id: 15105

Name: Liberty East Redevelopment - 2022

Address: *No Address Assigned

Program Overview

Please provide the following information.



City of Winston-Salem
ARPA Transformational
Non-Profits Application

City of Winston-Salem
P.O. Box 2511
Winston-Salem, NC 27102
336-727-8000
ARPA@cityofws.org

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. [Click here](#) to view the scoring matrix. Scored applications will be reviewed by the City's Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.

Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (<https://www.cityofws.org/2809/Performance-Measures-Video>) for general information on performance measures.

Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City's YouTube page. The link for that meeting will be posted the morning of the meeting to the website: www.cityofws.org/clfrf

Contact Information

For any questions or concerns, please email ARPA@cityofws.org or call City Link at 336-727-8000.

A.Contact Information

Completed by lerinc@triad.twcbc.com on 3/31/2022 11:37 AM

Case Id: 15105

Name: Liberty East Redevelopment - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

Liberty East Redevelopment

A.2. Mailing Address

2531 LaDeara Crest Lane Winston-Salem, NC 27105

A.3. Organization Website

libertyeast@lerinc.org

A.4. Year 501 (c)(3) Status Obtained

1,987

A.5. Organization/Agency Fiscal Year

-2,122

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?

No

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name

Naomi

A10. Last Name

Jones

A11. Title

Director

A12. E-mail

libertyeast@lerinc.org

A13. Phone Number

(336) 761-1009

BOARD CHAIR

A14. First Name

Clement

A15. Last Name

Little

A16. E-Mail

libertyeast@lerinc.org

A17. Phone Number

(336) 761-1009

A18. Term Expiration Date

06/30/2023

B. General Project Information

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Case Id: 15105

Name: Liberty East Redevelopment - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

Building Blocks For the Future Of Our Neighborhoods

B.2. Project Location/Address

2531 Ladeara Crest Lane Winston-Salem, NC 27105

PROJECT CONTACT/MANAGER

B3. First Name

Isiah (Ike)

B4. Last Name

Black

B5. Title

Board Consultant

B6. E-Mail

libertyeast@lerinc.org

B7. Phone Number

(336) 761-1009

C. General Project Narrative

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C. General Project Narrative

Please provide the following information.

C.1. Provide description of project and how funds will be used

Our mission and goal is to be an advocate and catalyst for the successful revitalization of the Northeast and East Winston with special emphasis on housing, education, and youth development and community engagement for low and moderate income individuals and families. Funds will be used to purchase properties to develop for building houses ,providing training opportunities, and for hiring area residents. These funds will also be used to increase the literacy proficiency by closing the 3rd grade reading gap for our program Bridging the Gap Literacy Initiative by using tutors which will allow us the capacity and resources to be successful to serve our community. This initiative was implemented in response to the learning loss that has plagued our children due to the Covid-19 pandemic. This initiative works to close the achievement gap by serving children in our community who face the greatest literacy disparities.

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

Participants and residents are a key to the success of our program. Residents will be invited to meetings to listen to their concerns, being inclusive and providing surveys and questionnaires . A true partnership with the participants will be formed in order to share in the design and delivery of our program addressing our target outcomes.

C.3 Total estimated number of unique participants to be served annually

100

C.4. Will program beneficiaries be only residents of Winston-Salem?

Yes

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$240,000.00

C.6. Total Capital Funding Request

\$240,000.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

2 years

C.8 Operating Spending Timeframe

2 years

D. Project Budget Categories

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D. Project Budget Categories

Please provide the following information.

Use templates below to input **the total** Project Budget (**only requested expenses and estimated revenues related to the program or project for which you are requesting funding**) by clicking **Add Column**. Please include all funding from the City and other sources.

Operating Costs	Total
other contract employees	\$100,000.00
supplies	\$25,500.00
occupancy	\$34,500.00
admistrative	\$25,000.00
Research and Development	\$55,000.00
	\$0.00
	\$240,000.00

Capital Costs	Total
General Contractor	\$50,000.00
Property Costs	\$105,000.00
Landscaping	\$35,000.00
Utility Expenses	\$50,000.00
	\$0.00
	\$240,000.00

PROJECT/PROGRAM REVENUE CATEGORIES

Please fill out the revenue estimate table. **Note: operating revenues and expenses must be balanced (be equal).**

Operating	Total
city funding	\$0.00
CBDG grant	\$31,500.00
	\$31,500.00

Please list below all known/expected **individual** grants and contributions totaling 10% or more of the project's budget.

Note: capital revenues and expenditures must be balanced (be equal)

Capital	Total
---------	-------

7 of 20

Contracts for two years	\$240,000.00
	\$240,000.00

E. Demographic and Geographic Distribution

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E. Demographic and Geographic Distribution

Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?

Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? ([Click here](#) to view the QCT mapping tool)

70.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the follow criteria:

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.

F. Alignment to Strategic Plan

Completed by lerinc@triad.twcbc.com on 4/21/2022 11:35 AM

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F. Alignment to Strategic Plan

Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. [Click here](#) to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

Tier 1:

- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

Tier 2:

- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

Tier 3:

- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

F.1. Please select the primary priority from the list above addressed by your project/program.

Tier 1

F.2. Please select the secondary priority from the list above addressed by your project/program.

Tier 1

F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you

selected.

Funding for affordable housing falls under Tier 1, and that is our primary focus. The mission of Liberty East Redevelopment includes emphasis on housing, education and youth development. Affordable housing is not as attainable as it should be as there is a beckoning shortage. We have the capacity, knowledge and insight to remedy this issue.

G. Collaboration

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G. Collaboration

Please provide the following information.

Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.

G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?

2

G.2. Please provide the names of the organizations and the roles they will serve in the project/program?

Experiment in Self-Reliance "ESR" with their first time home ownership program.

Habitat For Humanity and their training and apprentice job training program.

H. Administration/Reporting

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H. Administration/Reporting

Please provide the following information.

Per U.S. Treasury rules and associated guidance, the City's framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization's/project's development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City's evaluation of organization and project risk.

H.1. Please clearly define the workload and outcome measures that are associated with your project/program

Workload	LER will work with the area Landlords, Management at LaDeara Crest and the City to reach our target population in the East and North East demographic 27105 area. By increasing increasing of existing housing stock, including repair and maintenance, to increase property values.
Effectiveness/Outcome	50

H.2. Does the project/program use evidence-based interventions?

Yes

Please provide a link to (or attach a copy of) the evaluation of the program model

Liberty East will have Surveys stating the need for housing in the East and North East . We will do reviews and Surveys, follow-up interviews with our clients.



Program Model Evaluation

Housing Program Model.pdf

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).



Risk Matrix

Risk Assessment .xlsx

I. Capacity

Completed by lerinc@triad.twcbc.com on 4/18/2022 11:52 AM

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I. Capacity

Please provide the following information.

An organization's capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.

I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.

The mission of Liberty East Redevelopment is to be an advocate and catalyst for the successful revitalization of North East and East Winston-Salem with special emphasis on housing, education and youth development, and community engagement for low and moderate income for individuals and families. The vision is a strong, vibrant North East and East Winston-Salem community with an admirable quality of life. Affordable Housing ties directly into our mission as one of the pillars in our mission statement is affordable housing.

I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.

We have collaborated with Habitat for Humanity with the construction of over 10 houses in the Northeast sector of Winston-Salem for homeownership and the completion of home repairs. Our collaboration with Experiment In Self Reliance provided leadership and Economic Literacy training for all potential homeowners.

I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be overcome

Our goal is to complete parcels surveys of neighborhoods in the Northeast and East sectors and identify targeted properties , understanding the existing conditions of the housing stock, assess ownership and target meaningful impacts block by block.

Acquire, assemble and prepare the land and property to make block by block impacts in housing improvement that is attractive to homebuyers .

Construct or remodel houses for home ownership on the prepared lots or sites requiring funding for construction costs, capacity building of construction staff and volunteer leadership and the hiring of community member apprentices.

The lack of funding is an issue and a funding opportunity like this will allow us the capacity and resources to be successful to serve our community.

I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.

While conducting this work our intent is to provide training and employment in construction skills and utilize community residents in gathering

data, conducting parcel surveys .

J. Impact/Community Need

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J. Impact/Community Need

Please provide the following information.

Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be

J1. Describe the identified community need for this project/program. Cite specific data or studies/reports that have identified this as a community need.

The targeted neighborhoods with a household income of 100 % or less of the federal poverty income guidelines established by the Department of Health and Human Services. For the past decade or so there have not been a lot of new construction for multifamily housing. The rental apartment vacancy rate is 7.3 % , the lowest its been since 1981 when it was 6.4 % according to data from the National Multifamily Housing council. Data shows that every state has lost low-rent housing units since 2011, according to the Joint Center for Housing Studies at Harvard University.

J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.

The short term impact will increase the affordable housing stock and help with the increasing demand. This aligns with the lack of residential supply for housing and address the immediate need for new construction. This will also increase improvement of existing housing stock, including repair and maintenance, to increase property values.

J3. Describe the long-term impacts of the project/program and how they align with the community need identified above.

The neighborhoods physical appearance and structures will be enhanced, and will lead to improved health, and safety, increased property values, and a better quality of life.

J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.

Through surveys and evaluations, we can gauge the impact , changes, or needs that can be measured. This will be done in a specified time that will include resident , partner agencies and the Liberty East Redevelopment, Inc. board of directors.

K. Funding Stability

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K. Funding Stability

Please provide the following information.

Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).

K.1. Have your organization's operating revenues covered operating expenses the last three years?

Yes

K.2. Approximately what percentage of your organization's total budget is covered by competitive grants that you must re-apply for?

0.00 %

K.3. What percentage of your project/program's budget is covered by City ARPA funds as part of this request?

0.00 %

K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.

Once our project is completed we will use the funds from the sale to purchase additional property to build new construction . We

also secure housing construction funds from grants.

K.5. Please attach commitment letters from other organizations showing financial support for the project/program.

Commitment Letters

***No files uploaded*

L. Representation

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L. Representation

Please provide the following information.

Representation deals with how diverse an organizations leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels

L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.

Name	Race	Ethnicity	Gender Identification
Clement Little	Black		Male
Naomi Jones	Black		Female
Nancy Carpenter	Black		Female
Teretha Garner	Black		Female
Mallory Oates	White		Female
Twanda McCollum	Black		Female
Reilly Brunson	Black		Male
Twana Roebuck	Black		Female
Katherine Acenas	White		Female
Tembila Covington	Black		Female
Carol Wilson	Black		Female
Brenda Manley	Black		Female
Isiah (Ike) Black	Black		Male

M. Required Documents

Completed by lerinc@triad.twcbc.com on 4/20/2022 2:16 PM

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Address: *No Address Assigned

M. Required Documents

Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, [Click Here](#)

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Conflicts of Interest.pdf

Liberty East Code of Conduct.pdf

Copy of the agency's latest 990 Form as submitted to the Internal Revenue Service *Required

Liberty East 990-EZ 2020.pdf

Organization By-Laws *Required

Liberty East By-Laws.pdf

Articles of Incorporation *Required

Articles of Incorporation Liberty East.pdf

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

Equal Housing Opportunity for Fair Housing.pdf

Royal American Employment Opportunity.pdf

IRS 501(c)3 Designation Letter *Required

501C3 Dept. of Treasury.pdf

Most recent audited financial statements or a third-party review *Required

LER Financials Oct.-December 2021.pdf

City Audit Review for 2019 LER.pdf

Cit Budget Funding for 20-21.pdf

8879-EO Exempt Organization.pdf

North Carolina Secretary of State - Current and Active Status *Required

501c3 Document.pdf

Solicitation License Division State Form.pdf

N. Submit

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Case Id: 15105

Name: Liberty East Redevelopment - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

I certify that all information entered into this application is true.

Isiah Black

Electronically signed by lerinc@triad.twcbc.com on 4/20/2022 2:17 PM

04/21/2022