

## Program Overview

Completed by jrg65493343@gmail.com on 4/25/2022 3:51 PM

**Case Id:** 15268

**Name:** James Grace - 2022

**Address:** \*No Address Assigned

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### Program Overview

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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](mailto: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](http://www.cityofws.org/clfrf)

## Contact Information

For any questions or concerns, please email [ARPA@cityofws.org](mailto:ARPA@cityofws.org) or call City Link at 336-727-8000.

## A.Contact Information

Completed by jrg65493343@gmail.com on 4/25/2022 7:03 AM

Case Id: 15268

Name: James Grace - 2022

Address: \*No Address Assigned

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### A.Contact Information

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Please provide the following information.

#### ORGANIZATION/AGENCY INFORMATION

##### A.1. Organization/Agency Name

National Community Development Corporation (NCDC)

##### A.2. Mailing Address

1611 North Cleveland Avenue Winston-Salem, NC 27105

##### A.3. Organization Website

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

2,020

##### A.5. Organization/Agency Fiscal Year

1,231

##### 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

James

##### A10. Last Name

Grace

##### A11. Title

Board Chairman

##### A12. E-mail

info@ncdc2-0.org

##### A13. Phone Number

(336) 930-1478

##### BOARD CHAIR

##### A14. First Name

James

##### A15. Last Name

Grace

##### A16. E-Mail

jgrace@ncdc2-0.org

##### A17. Phone Number

(336) 414-1534

##### A18. Term Expiration Date

01/01/2025

## B. General Project Information

Completed by jrg65493343@gmail.com on 4/25/2022 3:52 PM

**Case Id:** 15268

**Name:** James Grace - 2022

**Address:** \*No Address Assigned

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## B. General Project Information

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Please provide the following information.

### PROJECT INFORMATION

#### B.1. Project/Program Title

Innovative Affordable Housing Program

#### B.2. Project Location/Address

1611 N Cleveland Avenue Winston-Salem, NC 27105

### PROJECT CONTACT/MANAGER

#### B3. First Name

Jame

#### B4. Last Name

Grace

#### B5. Title

Project Director

#### B6. E-Mail

jgrace@ncdc2-0.org

#### B7. Phone Number

(336) 414-1534

## C. General Project Narrative

Completed by jrg65493343@gmail.com on 4/25/2022 2:55 PM

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## C. General Project Narrative

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Please provide the following information.

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

#### F. ALIGNMENT TO STRATEGIC PLAN

Organization: National Community Development Corporation (NCDC) 2.0

NCDC is seeking \$500,000 dollars for operation support for two years and \$1,000,000 for capital contribution to the revolving housing loan fund that will build 500 affordable housing units in five years, for a total grant request of \$1,500,000.

City of WS \$1,000,000

East Winston Equity Fund \$1,500,000

WS Alliance \$2,000,000

Wall Street Initiative/Local Banks \$3,000,000

Revolving Housing Loan Pool \$7,500,000\*

\*Loan pool will support ten Structural Insulated Panel construction teams each requiring \$750,000 capital to meet required output capacity. The fund is able to respond to a rental strategy, for the Land Trust to hold affordable houses and land in perpetuity.

1.1. NCDC created the Innovative Affordable Housing Program (IAHP) to focus on the dire need for affordable housing and to demonstrate the innovation of Structural Insulated Panel (SIP) technology. This start-up production effort, if endorsed by a confident public, the city and county government, the private sector, will give this community a leg up as we strive to meet the challenges of a post-pandemic environment. This mega-collaboration is the making of our New Normal.

A new vision bringing together each section of the housing community: Community Development Corporations (CDCs), developers, nonprofits, financial institutions, housing counseling organizations and several new creations, i.e., the housing and garden trust fund along with the East Winston community equity fund. This venture is the vision of the NCDC board of directors.

The Coordination required for this massive effort will be done by Accelerator Monitoring Council (AMC) under theegis of the Partnership for Prosperity, mayor Allen Joines strategic think-tank. AMC will provide leadership and coordination of all project divisions and ensure project efficiencies are met.

To make a significant impact in LMI (Low and Moderate Income) housing a comprehensive plan is vital. Using the

collective collaboration of the local housing community will allow an economy of scale to be realized that will impact the 16,000-unit housing deficit in Winston-Salem/Forsyth County. The current production capacity of 1300 units per year is not enough to increase net inventory. These organization will have the opportunity to concentrate on their mission and worry about resources.

The primary purpose of this housing proposal is the production of more affordable housing and addresses each component needed for delivering affordable housing at scale.

To build 500 new houses in the next 5 years and reach a maximum output of 250 new units per year within a ten-year period will guide our community into a leadership role in the Southeast. The output is determined by the number of teams that are trained and each team trained is a direct multiplier effect on housing production.

The secondary purpose it is to nurture and grow SIP technology to build LMI (Low and Moderate Income) housing, something that has great potential because of the cost alignment between stick and SIP construction. Present housing data for Winston-Salem and Forsyth County indicate that one-third of the 16,000-unit deficit are LMI.

The key to production is the number of crews that are trained. A crew of 4 workers, one team can construct the shell of 1500 square feet in five working days, and 3 to 5 weeks to finish. Decreasing the housing deficit is a product of the number of teams that are trained. Our goal for the first year will be 10 teams. Full operation of IAHP will take 12 months.

IAHP can also option the use of traditional stick-built construction in conjunction with Structural Insulated Panel (SIP) technology. We embrace the new normal, in this case SIP technology. Traditional builders in the industry will stay with that which they know and have the most experience, traditional builders are not putting down hammer and nails in exchange for screws and a glue gun.

SIP technology has evolved over the past thirty years and represents a three percent, and growing, share of the total US housing market. That change is being fueled by a material and labor shortage generated by the pandemic. The growth in the SIP panel industry is apparent by five new manufacturing plants built in the last four years on the east coast alone. Costs have also equalized brining SIPs, which meet the new energy standards test and are twice as strong as 2X4 construction in wind tunnel and blower-door testing.

Structural Insulated Panels are a high-performance building system for residential and light commercial construction. The panels consist of an insulating foam core sandwiched between two structural facings, typically oriented strand board (OSB). SIPs are manufactured under factory-controlled conditions and can be fabricated to fit nearly any building design. The result is a building system that is extremely strong, energy efficient and cost-effective.

Structural Insulated Panel Nomenclature:

- a. Sustainability
- b. Twice the strength of Stick-Built
- c. 3 days to construct a 1500 sq. ft. house
- d. Energy Efficient with a 50% with a Star-Energy rating
- e. Less labor and construction cost
- f. Central HVAC, optional

See Video: [https://www.youtube.com/watch?v=\\_t3VmOy17N0](https://www.youtube.com/watch?v=_t3VmOy17N0)

Elements of IAHP:

- Increase the number of affordable housing units, single and multi-family

- Use SIP technology to decrease housing deficit
- Train 20-to-30 teams in the next 18 months (150 people)
- Add 1500 housing units in WS/FC
- \$250M in new housing in the next 5 years (50% in QCT)
- Financing:
  - ☑ Wall Street Initiative
  - ☑ Community Reinvestment Act
  - ☑ Community Equity Fund
- Accelerator Monitoring Council (AMC)
- Mega Collaboration (centrally pooled resources guided by the AMC)
- Four Housing Project Models

The strong financial prospects that are accessible for this project are:

1. Gap financing from the City of Winston-Salem is the catalysis for IAHP success. NCDC is requesting \$1M from the American Rescue Plan Program to use as a part of the \$5M revolving loan fund to be used for construction. Acquiring 50 lots from the city at no cost is now possible with the approval, in November of 2021, on Senate Bill 70, which allows the city to dispose property at their discretion for building affordable housing.
2. The Community Reinvestment Act has not been used for any project by our community even after the BB&T and SunTrust Bank merger in July 2019. As part of their Community Benefits Agreement to congress, the new bank committed \$31B to LMI housing. Having Truist as a financial participant in a \$250M housing venture is What?
3. The Wall Street Initiative, (\$15B investments in urban America to atone for the 2008 Obama bailout of Wall Street) is a special community development finance program sponsored by the National Community Reinvestment Coalition, NCDC is a member, and J. P. Morgan, Lazar Freres, and Goldman Sachs. We are requesting \$5M for the revolving loan fund.

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

Participants will access project through the three homeownership counseling organization, Winston-Salem Housing Authority, Forsyth County Homeownership Program, and Financial Pathways. Application can also be submitted through our office at 1611 N. Cleveland Avenue or calling 336-930-1478 Monday through Friday between 10:00 am and 2:00 p m.

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

120

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

Yes

**TOTAL FUNDING REQUEST**

**C.5. Total Operating Funding Request**

\$500,000.00

**C.6. Total Capital Funding Request**

\$1,000,000.00

**SPENDING TIMEFRAME**

**C.7 Capital Spending Timeframe**

5 Years

**C.8 Operating Spending Timeframe**

2 Years



## D. Project Budget Categories

Completed by jrg65493343@gmail.com on 4/25/2022 4:00 PM

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### D. Project Budget Categories

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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
Salaries	\$240,000.00
Expenses	\$140,000.00
Professional Fees	\$120,000.00
	\$500,000.00

Capital Costs	Total
City of Winston-Salem	\$1,000,000.00
	\$1,000,000.00

### PROJECT/PROGRAM REVENUE CATEGORIES

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

Operating	Total
City of Winston-Salem	\$500,000.00
	\$0.00
	\$500,000.00

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
City of Winston-Salem	\$500,000.00
	\$500,000.00

## E. Demographic and Geographic Distribution

Case Id: 15268  
Name: James Grace - 2022  
Address: \*No Address Assigned

Completed by jrg65493343@gmail.com on 4/25/2022 3:05 PM

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### E. Demographic and Geographic Distribution

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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)

50.00 %

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 jrg65493343@gmail.com on 4/25/2022 3:05 PM

Case Id: 15268

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## F. Alignment to Strategic Plan

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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.**

The IAHP will reach peak efficiency after year on and will produce 120 housing units annually and will require training for 40 construction team members.

## G. Collaboration

Completed by jrg65493343@gmail.com on 4/25/2022 3:55 PM

**Case Id:** 15268

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### G. Collaboration

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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?**

3+

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

Collaboratives & Partnerships Forsyth Tech, SIP Training

United Way Fiduciary

City of Winston-Salem Gap Financing, Revolving Loan Fund, 100 lots from QCT

Winston-Salem Housing Authority, Forsyth County, and Financial Pathways - Homeownership counseling and Section-3 training

Winston-Salem Housing Trust Fund Hold property donated by the City in perpetuity

Truist Bank From their Community Benefits Agreement commitment of \$31B to affordable housing.

## H. Administration/Reporting

Completed by jrg65493343@gmail.com on 4/25/2022 3:20 PM

Case Id: 15268

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### H. Administration/Reporting

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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	Training ten construction teams that consist of 3 crew members and one team leader in the first year.
Effectiveness/Outcome	In the first year after being trained each crew with the help of other sub-contractors will have the capacity to build 12 homes per year and ten crews output after two years is 120 units. To produce more houses we have to train more people.

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

No

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**

428 RISK CHART.docx

431 Priority Matrix.docx

# I. Capacity

Completed by jrg65493343@gmail.com on 4/25/2022 10:56 AM

Case Id: 15268

Name: James Grace - 2022

Address: \*No Address Assigned

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## I. Capacity

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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.**

1.1. NCDC project connects with its mission and vision in the creation of the Innovative Affordable Housing Program by:

- The comprehensive nature of the project
- Providing leadership starting with an Executive Director with 30 years in Community Economic Development, MS degree with a concentration in project development and a board of directors with a collective of 125 years' experience in the nonprofit sector.
- Being able to connect the various component of housing development and production in the same venture
- Recognizing that to reduce the housing deficit and make an impact requires collaboration and leadership
- Being informed of the various resources of construction and finance and how to use them. Understanding gap financing,
- How to apply various programs and how to use them effectively and as intended

**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.**

1.2. A project of this magnitude will depend on the infrastructure of this community and its ability to work at a higher level and embrace the reputation for innovation that we are seeking to follow. We earn our stripes by addressing affordable housing head on and as a community. James Grace, Executive Directors past accomplishment in the field:

- Started the first CDC in Winston-Salem, East Winston CDC
- Served a Chairman, Leadership Winston-Salem
- Executive Board of Winston-Salem Chamber of Commerce
- Board of Director, Wake Forest Baptist Hospital
- Chairman, North Carolina Association of Community Development Corporations
- Graduate of the Development Training Institute
- Attended the Management and Community Development Institute, Tufts University, Medford, Massachusetts (1998)
- Earned his Master of Science Degree in Community Economic Development from New Hampshire College, Manchester, New Hampshire; April 2000.
- For the past five years James served as Chairman of The Twenty, Inc., a local non-profit whose mission is to work collaboratively with other individuals and organizations in the community to alleviate the Racial Wealth Gap. Resigned as Chairman in September 2020.
- James was the planner of two African American Summits that insured "participation and inclusion" in WS/FC Common

Visions, our local revitalization initiative, and one of the original board members. He was also one of the creators of the East Area Council of the Winston-Salem Chamber of Commerce and served as its first chairman. East Winston CDC under his leadership played a significant role in the successful implementation of the Enterprise Community process.

- Founding Member of the North Carolina Community Development Initiative

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

#

Priority Activity topic for FY 2022 - 2024 Actions Roles & Responsible Type of Item Tentative Date

Submit plan to City of Winston-Salem as part of the ARPA Nonprofit Transformative Grants Develop comprehensive affordable housing strategy to elevate WS/FC NCDL ARPA funding June 2022

1.1

Collaboratives & Partnerships Forsyth Tech, SIP Training ARPA

Nonprofit Housing Organizations & CDC's Using existing resources Increase staff and capacity ARPA June 2022

United Way Fiduciary ARPA

City of Winston-Salem Gap Financing, Revolving Loan Fund, 100 lots from QCT ARPA

CRA

Private Equity

CDBG, etc.

Winston-Salem Housing Authority

Forsyth County

Financial Pathways Working with housing counseling participants. Training Section-3 residents in QCT for SIP training program 100 qualified buyers

Recruit 100 students from this year's graduating high school, 35 males & 65 females

Marketing Current

September 2022

June 2022

Winston-Salem Housing Trust Fund Hold property donated by the City in perpetuity Land Bank

Truist Bank From their Community Benefits Agreement commitment of \$31B to affordable housing \$437,500,000

2500 units of housing average cost of \$175,000

September 2022 to September 2027



Other Banks with active Community Benefits Agreement & no projects Same as above Same as above Same as above  
HOSS Construction a local equity partner and contractor, Minority  
Majority contractor has not been chosen selection will be performance, reputation, and capacity General  
Contractor/Partner All Construction September 2022  
National Community Development Coalition (NCDC) and NCDC Wall Street Equity  
Lazar, Goldman & JP Morgan Investment September 2022  
East Winston Community Equity Fund (A community based 504 fund) NCDC  
Leverage \$20M equity pool To build a better-quality house in East Winston to draw the middle class  
June 2023  
Winston-Salem Black Chamber Minority Participation All phases of construction June 2022  
Greater Winston-Salem, Inc. Access need for Structural Insulated Panel manufacturing plant (one of four regional plants  
in providing affordable housing in NC). Assist in locating 100,000 sf. of space for plant  
New Industry  
January 1, 2023  
Island Culturez\* Garden Trust Fund Agriculture & Community Garden Space September 2022  
-END- Collaboration

Barriers To Success (common to QCTs)

Uninformed Community

Creates conflict. Information cannot be absorbed

Barrier

The Primary function of a citizen is still to be well informed. Increasing the effective use of technology and social media

Action becomes reality being well informed NCDC

Community Organizing 2.0

ASAP!

June 2022

Getting information in real-time

How to sort out what is factual and what is useless information

More direct education in the use of computers & cell phones

Using flexible public spaces

September 2022

Overall Management and Project Coordinator

Appoint an oversight committee

from stakeholders and collaborators

Responsible for all reporting & oversight. Pay stipend and expenses.

January 2023

NCRC not fully operational for one year Not funded in COVID era awarded

501 C 3 in 2020 Used two years to develop IAHP Promoting IAHP June 2022

Capacity Issue limited by collaborators The capacity issue is a community issue. Having a plan trump not having a plan.

Strong board of directors with over 125 years of community development experience Adopt this housing strategy Our New Normal

**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.**

Program Goals Activities Support Goals Compare To Industry Traditional Construction SIP Construction

Train 10 construction Teams year one

Fifty percent of training is OJT

State sanction construction

apprenticeship programs

3-5 years to become a journeyman

\$20 – 30 per hour

12 months to reach top level pay \$20 – 30 per hour

Identify and recruit from QCT

35 males &

65 females

Recruit current high school graduates for 2022

Recruit from faith community

Heavy marketing and promotion in the OCT

Benefits are a few to none

Offer some form of health care

This is a professional career and not a job

Provide uniforms and first set of tools

Frequent training and well informed about changes and trends in the industry

Not appreciated

Very much appreciated for being the future of the company

Growth Strategy

Identify potential team leaders

Separate education tract

Owners make all the profit and squeeze employees to work harder Incentivize pay and benefits that encourage motivation

## J. Impact/Community Need

Completed by jrg65493343@gmail.com on 4/25/2022 3:09 PM

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Address: \*No Address Assigned

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### J. Impact/Community Need

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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.**

Project Need

Validate Data/Study Impact: Short-Term / Long-Term

Limited supply of affordable housing Winston-Salem / Forsyth County Housing Study and Needs Assessment

Increase cost-burden

Increases the growing wealth gap

16,000-unit housing deficit

Winston-Salem / Forsyth County Housing Study and Needs Assessment

Short-term: People on the margins of homeownership get pushed aside

Long-term: Additional pressure on growing families and extended family continuity

Shortage of available rental housing units for general population and for older adults

Winston-Salem / Forsyth County Housing Study and Needs Assessment

Short-term on lower income renters gaining access to housing

Long-Term contribute to increased homelessness

Train teams that will reduce the housing deficit

Forsyth County Study

Short-term build more multi-family units

Long-term train more teams that will provide more houses

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

See J1 Matrix

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

See J1 Matrix

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

See J1 Matrix

## K. Funding Stability

Completed by jrg65493343@gmail.com on 4/25/2022 4:00 PM

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### K. Funding Stability

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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?**

No

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

100.00 %

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

100.00 %

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

Once ten teams are trained the construction phase can start. Each team can build 12 houses per year, average cost per unit is \$150,000 and selling cost is \$188,500, which is a margin of \$38,500 x 12 units = \$462,000.

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



Commitment Letters

*\*\*No files uploaded*

## L. Representation

Case Id: 15268

Name: James Grace - 2022

Address: \*No Address Assigned

Completed by jrg65493343@gmail.com on 4/25/2022 11:32 AM

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### L. Representation

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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
Tina J Perry	AA	AA	Female
James R Grace	AA	AA	Male
Luellen Curry	AA	AA	Female
Reggie Randolph	AA	AA	Male
Jimi L Bonham	AA	AA	Male
Veronica Bitting	AA	AA	Female
Cynthia Harson	AA	AA	Female
Georgia Smith	AA	AA	Female
Larry Floyd	AA	AA	Male
Pearl	Dowell	AA	Female

## M. Required Documents

Completed by jrg65493343@gmail.com on 4/25/2022 4:00 PM

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Address: \*No Address Assigned

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### M. Required Documents

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Please provide the following information.

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

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### Documentation

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**Code of Conduct/Conflict of Interest Policy \*Required**

433 Ethics Doc20.docx

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

421 TAX 990 .html

**Organization By-Laws \*Required**

435 BYLAWS NCDC June V-A.docx

**Articles of Incorporation \*Required**

NCDC EIN A.docx

440 Articles.pdf

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

435 BYLAWS NCDC June V-A.docx

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

436 NCDC 501 C 3.pdf

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

000GRACE-5.xlsx

600 CombinedFile 201 B COVER p1.pdf

201 J C COVER.docx

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

437 SofS Doc.pdf



## N. Submit

Completed by jrg65493343@gmail.com on 4/25/2022 4:02 PM

**Case Id:** 15268

**Name:** James Grace - 2022

**Address:** \*No Address Assigned

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## N. Submit

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Please provide the following information.

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

James R. Grace

Electronically signed by jrg65493343@gmail.com on 4/25/2022 4:00 PM

04/25/2022