

A. Organization & Contact Information

Case Id: 14346
Name: ESR 22-23 CDBG - 2022/23
Address: *No Address Assigned

Completed by shadowe.magaraci@eistr.org on 11/15/2021 2:21 PM

A. Organization & Contact Information

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

A.1. Organization Name

Experiment In Self-Reliance Inc.

A.2. Project/Program

ESR 22-23 CDBG

A.3. FY 2022-23 Funding Request Amount

\$125,000.00

A.4. Agency's Total Operating Budget

\$2,435,822.00

A.5. Mailing Address

PO Box 135 Winston-Salem, NC 27102

A.6. Project/Program Location Address

3480 Dominion St Winston-Salem, NC 27105

A.7. Organization Website

www.eistr.org

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

1964

A.9. Organization Fiscal Year

July 1 - June 30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Twana Roebuck, Executive Director

A.13. Email

twana.roebuck@eistr.org

A.14. Phone

(336) 714-9237

CONTACT

A.15. Name, Title

Twana Roebuck, Executive Director

A.16. Email

twana.roebuck@eistr.org

A.17. Phone

(336) 714-9237

BOARD CHAIR

A.18. Name

Marsha Smith

A.19. Term Expiration

09/30/2023

A.20. Email

marsha.smith@va.gov

A.21. Phone

(336) 231-2519

B. Project Overview

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Case Id: 14346

Name: ESR 22-23 CDBG - 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?

This program provides case management to homeless and formerly homeless clients served in ESR's Housing Services program. Our goal is to provide case management and supportive services to 150 (minimum) homeless/formerly homeless households, locate housing placements, and provide connections to mainstream services as appropriate.

The requested funding provides portions of salaries, fringe and administrative support for program case management staff.

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

Participants in our Housing Services Program are referred to ESR through the Community Intake Center. After enrollment, participants work with a case manager to overcome barriers to successful housing, and every effort is made to place them in permanent housing. Possible services include client assistance (rent, food, etc.), personal counseling, financial counseling, connections to community resources for employment assistance and education, and more.

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

ESR's Housing Services seeks to address the lack of access to stable, affordable housing for low wealth households. The lack of actual housing that is accessible by low income families is a large problem facing our community. In addition to this lack, many members of this population face barriers that they may not be able to overcome without assistance. For example, many of our homeless clients are often less educated than average, with fewer marketable skills. This lack of skills makes finding and keeping employment that pays a living wage difficult for most and impossible for some. This translates to an inability to meet financial obligations, including rent, and ultimately to homelessness. ESR's programs address this need by aiding clients in improving their ability to access stable housing if they choose, and by assisting them in locating and obtaining housing through collaboration with other housing service providers and providers of essential services.

COVID has created additional stress on an already tight housing market. Property owners and agents are somewhat more wary about making properties available for low wealth renters or renters with any history of eviction or past housing debt. Many low-income people have lost jobs or hours, making it much more difficult to maintain suitable housing, and those who become homeless often have a harder time finding housing again. The number of people in North Carolina who are behind on rent are overwhelmingly low income and persons of color.

(<https://nationalequityatlas.org/rent-debt>).

City-Data.Com (<http://www.city-data.com/poverty/poverty-Winston-Salem-North-Carolina.html>) provides an interesting look at poverty in our community, however their current statistics are for 2019.

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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?

ESR is part of the local CoC. Every phase of our service provision is created to take advantage of the areas of service in which our partners excel, and to provide equally appropriate and cost-effective services to clients of our partner agencies as necessary. We collaborate with a range of organizations that help meet the needs of our clients, including the Community Intake Center, Forsyth County Housing, The Salvation Army, area shelters and private landlords for immediate (emergency) and permanent housing, greeNest for furnishings, Goodwill for low cost education and employment assistance, and the faith community and Crisis Control for immediate emergency food needs. The Downtown Health Plaza helps provide health services for our clients.

Of these, only the Community Intake Center and our funding sources have direct impact on performance measures. The other collaborations are crucial referral partners for services our clients may require to remain stable that ESR does not provide, however, so they do impact the success and stability of our clients. We take availability of services into consideration when planning and reviewing performance of the program, and when updating our agency's Strategic Plan.

C. Strategy and Performance

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C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem'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):

Livable Neighborhoods

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

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

PERFORMANCE (15 POINTS)

C.3. 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.

Clients are encouraged to make two contacts per month with their case managers. Participant data is recorded in the case file, which is a hard copy record. It is also entered into the HMIS under the management of Michigan Coalition Against Homelessness (MCAH). MCAH data is used to help prevent overlap in services, in addition to tracking client statistical information. Information from termination forms is collected in an aggregate spreadsheet for use in preparing reports at the end of each fiscal year. Collected data is also used to create:

(a) Monthly statistical reports for the Board of Directors

(b) Quarterly Program Reports - Provided to City of Winston-Salem and Forsyth County to report agency-wide program performance

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(c) Semi-Annual and annual contributions to HUD reports as requested by the city.

C.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.

HMIS/MCAH provides robust tracking and monitoring tools at the client level. From these, the Housing staff creates monthly, quarterly, and annual reports for the management team, the Board of Directors, and funders. This level of reporting allows ESR to monitor trends in program performance, and determine the causes if goals are not achieved. If necessary, program processes can be altered to support goal attainment: additional activities can be created to meet program needs, or activities that are no longer serving the goals can be eliminated. If appropriate, goals can be adjusted.

Attach participant/program data sample report

 **Participant/Program Data Sample Report *Required**

Sample Program Report - CDBG.docx

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
House 45 homeless households in ESR managed facilities.	Case managers provide housing placement and supportive services to help clients become stable.	We provided housing for 41 households in ESR managed facilities during 20-21.	We expect to serve 45 households in ESR managed properties	We expect to house 45 homeless households in ESR managed facilities.
We expect 19 (or 90%) of CDBG client households to exit into positive destinations.	Case managers provide housing placement and supportive services to help clients become stable.	88% (36) exited to permanent housing destinations	We expect 90% to exit to permanent housing destinations	We expect 19 (or 90%) of CDBG client households to exit into positive destinations.
Provide financial literacy and budgeting to 175 households	Case managers provide case management and budgeting training to help clients become stable.	Provided financial literacy and budgeting to 153 households	We expect to provide financial literacy and budgeting to 175 households	We expect to provide financial literacy and budgeting to 175 households

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	153	263
FY 21-22 Current Year Projected Results	175	275
FY 22-23 Next Year Anticipated Results	175	275

C.6. FY 20-21 Program Accomplishments

The Housing Program continues to evolve. As a collaborative partner with our current COC/CIC partnerships with Winston-Salem/Forsyth County we are a part of the community's local homeless crisis response system as a coordinated system of homeless assistance options. We continue to strive to strengthen our local system by considering changes to our goals to permanent housing placement. CIC operations, increased training opportunities for all CIC providers, improved HMIS accessibility, acting on diversion opportunities (voucher programs and other diverse temporary financial assistance options) for the community have all been successful activities in which we have participated.

We have remained flexible and dedicated in the face of challenges created by COVID-19 and its restrictions.

C.7. FY 22-23 Key Objectives

- o To meet our service workload of 175 households
- o To continue to improve ESR's ability to meet emergency housing needs such as burnouts and emergency evictions;
- o To sustain our program effectiveness outcomes to better than 50%;
- o To continue to stress supportive services, to monitor our housing services expenditures closely to ensure efficient use of funds;
- o To continue to assist the City and County in meeting new challenges related to the homeless population in Winston-Salem.

Attach participant/program data sample report

Documentation

 **Participant/Program Data Sample Report**

Sample Program Report - CDBG.docx

D. Organizational Capacity

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D. Organizational Capacity

Please provide the following information.

MISSION (5 POINTS)

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

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

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

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

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

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

FUNCTION (5 POINTS)

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

ESR was chartered in 1964, and has served the low income community of Winston-Salem/Forsyth County for 57 years.

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

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

City in economic development and growth.

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

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

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

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

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Housing Services Manager	Supervision of Housing staff, reporting, networking with housing service providers	36	50.00 %
Housing Services Assistant	Supervision of Housing staff, reporting, networking with housing service providers	36	50.00 %
Permanent Housing Case Manager x 2	Meetings with clients, reporting and tracking	36	50.00 %
Orientation Specialist	Intake services for new Housing clients	40	25.00 %
Reception/Resource & Referral	First contact, information for new Housing clients and potentials	40	25.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Twana Roebuck	Executive Director	\$96,378.00	0.00 %
Fred Bazemore	Director of Agency Operations	\$60,000.00	0.00 %
Stephanie Blackstock	Finance Director	\$57,337.00	0.00 %

Victoria von Dohlen	Development and Agency Relations	\$43,444.00	0.00 %
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D.6. Attach an organizational chart

Organizational Chart *Required

ESR 6-2021 Org Chart - No Names.docx

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

Describe the hiring process and how it is structured to provide the most diverse candidate pool. Best practices for accessing a diverse hiring process and candidate pool include:

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

Please enter the total number of Full-Time Positions and Employees you have in the table below, 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		1		1	2	
Professionals		4		2	12	2
Technicians						
Office/Clerical					2	
Laborers/Service Workers						
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					3	
Technicians		1				
Office/Clerical					1	
Laborers/Service Workers					1	
Total Part-Time/Temp						

D.8.

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

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

10

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

9

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.

This project is already operational and producing results. It has been in full and successful operation for more 20 years.

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?

COVID-19 has changed almost every aspect of how ESR operates. As a provider of essential services, ESR had to adapt swiftly to the frequently changing conditions of the pandemic. Most of the adaptations we have made have been successful and flexible enough to apply to any program as needed. ESR is adapting to the changes brought on by the COVID-19 pandemic, including the need for technology to work remotely, holding financial education classes through zoom, putting in extra precautions for safety to still be able to provide free tax preparation, and the increase in the safety risk for clients and staff. The COVID-19 pandemic has made it more difficult to fundraise as we have traditionally done, but we are increasing our grant applications and learning to fundraise virtually.

ESR developed a number of new policies that guide our response to the pandemic, including working from home and conferencing via phone or virtually. We developed virtual platforms to replace many in-person activities, such as board meetings, staff meetings, and IDA classes. We changed our operating hours to allow for our environment to be cleaned each day, and rotated staff in the building to limit exposure. We had to limit our Forsyth Free Tax program to appointment only (the program traditionally takes walk-in clients) when it was able to resume operations.

Our staff and clients adapted relatively easily to these policy changes, and we have found that in some cases, this has allowed us greater flexibility and responsiveness to the needs of our clients.

Due to the increased need for emergency assistance in the community, we have applied for and received emergency funding. We have created a successful program to distribute appropriately to community members while imposing as few barriers as possible.

ESR's New Century IDA (Individual Development Account) Program has historically provided in-person financial education classes to the program participants. Due to the COVID-19 pandemic, classes were held virtually instead. This allows classes to continue, and classes are able to held in a manner that is safe for clients and instructors.

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)?

We are a Fair Housing Agency which status carries equity/non-discrimination requirements, our policies on service and appeals include non-discrimination verbiage, and all marketing materials are in English and Spanish.

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

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

E. Cost Effectiveness

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E. Cost Effectiveness

Please provide the following information.

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Program Services	\$1,976,359.00	\$1,986,129.00	\$1,980,400.00
Fundraising	\$55,660.00	\$47,000.00	\$57,580.00
Management and General	\$403,503.00	\$406,200.00	\$425,000.00
Total Expenditures by Program	\$2,435,522.00	\$2,439,329.00	\$2,462,980.00

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$1,279,992.00	\$1,308,651.00	\$1,285,200.00
Employee Benefits	\$372,690.00	\$396,773.00	\$385,560.00
Facility Rent and Utilities	\$183,809.00	\$176,412.00	\$187,520.00
Training and Conference Registration	\$24,657.00	\$20,657.00	\$26,500.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$24,562.00	\$7,890.00	\$26,450.00
Grants to Individuals and Organizations	\$412,572.00	\$420,500.00	\$429,700.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$42,959.00	\$44,580.00	\$44,580.00
Other Operating Expenditures	\$94,281.00	\$63,866.00	\$77,470.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$2,435,522.00	\$2,439,329.00	\$2,462,980.00

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$562,118.00	\$554,250.00	\$568,250.00
Forsyth County	\$156,000.00	\$151,000.00	\$159,000.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$1,209,473.00	\$1,286,700.00	\$1,236,000.00
Admissions/Program Revenues/Sales	\$35,000.00	\$35,000.00	\$35,000.00

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Memberships	\$0.00	\$0.00	\$0.00
Donations	\$23,705.00	\$19,376.00	\$25,100.00
Foundation Grants	\$266,926.00	\$264,323.00	\$255,430.00
Interest and Investment Income	\$800.00	\$1,000.00	\$1,000.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$181,500.00	\$127,680.00	\$183,200.00
Total Revenues by Category	\$2,435,522.00	\$2,439,329.00	\$2,462,980.00

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

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

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

Year	Funding Source	Funding Amount
2020	CDBG	\$89,250.00
2019	CDBG	\$89,250.00
2018	CDBG	\$89,250.00
2017	CDBG	\$89,250.00
2016	CDBG	\$89,250.00

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
Case Management	\$70,935.00	\$40,233.00	CoC, HUD
Housing Services Manager	\$29,975.00	\$29,975.00	United Way
Orientation Specialist	\$10,520.00	\$31,362.00	CSBG
Reception/Referral	\$8,570.00	\$26,571.00	CSBG
Administrative Support	\$5,000.00	\$13,259.00	Forsyth County
	\$125,000.00	\$141,400.00	

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.

This grant pays almost entirely for salaries and fringe. It does not cover other costs for these positions.

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.

No other agency is currently providing non-monetary assistance with any of our programs.

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.

We are requesting a significant increase over what we received last year. Additional funds are needed to offset increases in costs of providing services, and to cover costs for a Housing Services Assistant. CoC funding that ESR receives can only be used for personnel, leaving us to struggle to pay other expenses such as space costs, supplies, and other program needs. CDBG funding is vital in helping us meet those expenses. Additional CDBG funds are requested to sustain case management services for the homeless population served by ESR (including those at imminent risk of homelessness that do not meet stricter guidelines).

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.

There is an ongoing struggle to continue to provide quality, state-of-the-art services despite the diminishing resources in the community and around the nation. The situation has affected us, but we strive to prevent it from affecting our clients-who already struggle economically-any more than necessary. With that stated, we would hope that the value add we bring to the table to aid in delivering much needed services to the residents in Winston-Salem would support a decision to continue providing much needed funding to ESR.

ESR is implementing our Strategic Plan for 2021-2024. One of the critical objectives included in our plan is to examine new ways to raise more money through our redesigned development function within the agency. We are developing an annual giving campaign with donors that have come on board as a result of our capital campaign, and investigating the possibility of creating a social entrepreneur or revenue generating component to our organization. Developing additional funding sources is part of the new Strategic Plan.

We are aware that CDBG, CoC and related funding will need supplemental dollars to operate programs successfully. As a result, we have used local funds to leverage client assistance funds from the City of Winston-Salem, Forsyth County, etc. However, these leveraged fund sources, such as the City of Winston-Salem, Forsyth County, and CSBG are being cut significantly each year so that ESR needs as much funding from other sources as possible. Significant cuts in CDBG may cause dramatic effects on homeless services provision in the future.

BARRIERS (3 POINTS)

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

Our programs are already fully operational. Barriers to successful operation primarily include difficulty in replacing dwindling funding in operational and direct client assistance categories. We are seeking new funding streams through contacts created through our capital campaign to help replace this funding. We are also participating in fundraising initiatives, using social media more extensively, and hosting fundraising events to develop unrestricted funding streams. We will be able to do more in-person fundraising once the restrictions due to COVID-19 are lifted.

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

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

AVERAGE COST (5 POINTS)

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

Proposed funds from the City for this project:	125,000
Number proposed to be served for the year:	175
Average City funds per beneficiary:	715
Proposed funds from all sources:	266400
Number proposed to be served for the year:	175
Average total funds per beneficiary:	1523

F. Required Documents

Completed by shadowe.magaraci@eistr.org on 11/17/2021 2:08 PM

Case Id: 14346

Name: ESR 22-23 CDBG - 2022/23

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Code of Conduct.docx

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

ESR Form 990 6-30-2020.pdf

Organization By-Laws *Required

ESRBylaws Amended 9-12-18.docx

Articles of Incorporation *Required

ESR articles of incorporation.pdf

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

ESR Fair Housing Policy.pdf

ESR Financial Policies.docx

ESRHRManualFinal.docx

ESRHRManualFinal.docx

IRS 501(c)3 Designation Letter *Required

ESR 501c3 letter 5-4-16.pdf

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

6-30-19 ESR audit.pdf

audit2020.final.pdf

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

***Required**

NCSOS Active Status 11-03-21.pdf

Participant/Program Data Sample Report *Required

Sample Program Report - CDBG.docx

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 14346
Name: ESR 22-23 CDBG - 2022/23
Address: *No Address Assigned

Completed by shadowe.magaraci@eistr.org on 11/17/2021 2:10 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	34
31% to 50% of median	11
51% to 80% of median	0
Greater than 80% of median	0

G.2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants

Upon referral from the Community Intake Center, all clients attend Orientation and learn about the full array of ESR's services. If they are interested in pursuing services, an ESR case manager collects additional information during the Intake process. We use the collected data to create a file for the client. Once presented to the Housing team, the staffing process ensures that each potential client meets eligibility criteria. We want to make sure that ESR is the best entity in the community to meet the client's needs.

Clients work with their caseworkers to complete the Success Plan, which sets both short-term and long-term housing goals, and which lists the necessary steps to reach each goal. The Success Plan is structured so that the client can complete it within the two years of active participation. Participants exit the program upon achieving their Success Plan goals, or at the maximum time limit. Our Success Plan is customized for each individual or family, it includes a holistic approach, and we will attempt to draw upon every available community resource to supplement ESR funding to assist residents in becoming self-reliant.

H. Construction/Rehab Only

Completed by shadowe.magaraci@eistr.org on 11/3/2021 4:05 PM

Case Id: 14346

Name: ESR 22-23 CDBG - 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.

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

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

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

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

H.6. Describe the property management plan.

H.7. List the development team members.

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

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**

***No files uploaded*

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

***No files uploaded*

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

DOES NOT APPLY.docx

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

DOES NOT APPLY.docx

I. Emergency Shelter Only

Case Id: 14346
Name: ESR 22-23 CDBG - 2022/23
Address: *No Address Assigned

Completed by shadowe.magaraci@eistr.org on 11/15/2021 1:44 PM

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project. **
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by shadowe.magaraci@eistr.org on 11/15/2021 1:43 PM

Case Id: 14346

Name: ESR 22-23 CDBG - 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 shadowe.magaraci@eistr.org on 11/3/2021 4:05 PM

Case Id: 14346

Name: ESR 22-23 CDBG - 2022/23

Address: *No Address Assigned

K. HOPWA

Please provide the following information.

Are requesting funds for a HOPWA project?

Submit

Completed by shadowe.magaraci@eistr.org on 11/19/2021 10:15 AM

Case Id: 14346

Name: ESR 22-23 CDBG - 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.

Twana Roebuck

Electronically signed by shadowe.magaraci@eistr.org on 11/19/2021 10:15 AM

IDIS Setup

No data saved

Case Id: 14346

Name: ESR 22-23 CDBG - 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