

# A. Organization & Contact Information

**Case Id:** 14532  
**Name:** SG Atkins CDC - Expanding to meet more need -  
**Address:** \*No Address Assigned

Completed by [davisc@wssu.edu](mailto:davisc@wssu.edu) on 11/18/2021 9:30 AM

---

## A. Organization & Contact Information

---

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

### A.1. Organization Name

S.G. Atkins Community Development Corp.

### A.2. Project/Program

Kitchen and Food Expansion

### A.3. FY 2022-23 Funding Request Amount

\$75,000.00

### A.4. Agency's Total Operating Budget

\$660,205.00

### A.5. Mailing Address

1922 S. MLK Jr. Drive Box A Winston-Salem, NC 27107

### A.6. Project/Program Location Address

1922 S. MLK Jr. Drive Box A Winston-Salem, NC 27107

### A.7. Organization Website

S.G. Atkins Community Development Corp.

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

1998

### A.9. Organization Fiscal Year

S.G. Atkins Community Development Corp.

### A.10. Federal Tax ID Number

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Carol Davis, Executive Director

#### A.13. Email

[davisc@wssu.edu](mailto:davisc@wssu.edu)

#### A.14. Phone

(336) 734-6915

### CONTACT

#### A.15. Name, Title

Carol Davis, Executive Director

#### A.16. Email

[davisc@wssu.edu](mailto:davisc@wssu.edu)

#### A.17. Phone

(336) 734-6915

### BOARD CHAIR

#### A.18. Name

Virginia Hardesty

#### A.19. Term Expiration

11/01/2022

#### A.20. Email

[genahard56@gmail.com](mailto:genahard56@gmail.com)

#### A.21. Phone

(336) 748-0793

## B. Project Overview

Completed by davis@wssu.edu on 11/18/2021 12:18 PM

Case Id: 14532

Name: SG Atkins CDC - Expanding to meet more need -

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?

City funds will be used to pay three staff members. \$50,000 of city funds will pay our full-time Commercial Kitchen Manager, Telissa Ward as achieves three goals: 1) Expand the shared-use kitchen with space to serve more food entrepreneurs; 2) Help churches get their kitchens certified to serve members of their communities; 3) Provide food truck training. She has been our kitchen manager since it opened officially in September 2018. During the 2022-2023 year we will expand the kitchen to serve more food entrepreneurs with space, cooking equipment, and equipment for packaging food products for sale such as beverages, cheese straws, cookies, nuts, etc. We have received a \$300,000 commitment for matching funds that will pay for equipment and some construction expenses to expand the kitchen size. Telissa has more than 30 years experience in the food industry with human resources, budgets, marketing, entrepreneurship, finance and culinary/food business skills. She has been at the Atkins CDC kitchen since Fall 2018 and maintains a positive relationship with food entrepreneurs, partner organizations and the Forsyth County Health Department. We have a 100% kitchen grade from the Forsyth County health inspector. To cater food, state law requires that each business that uses the kitchen must have insurance, food safety certification and a health department permit. She leads the entrepreneurs through permitting, certification and provides help with menus, product pricing, and marketing. Through relationships with suppliers, she helps chefs purchase supplies at lower prices. Her duties include kitchen management, scheduling kitchen usage, and matching food entrepreneurs to business opportunities to market and showcase their skills and products. During COVID 19, Telissa found partnership opportunities to help our food entrepreneurs survive. They cooked over 50,000 grant-funded free meals for the neighborhoods and helped them change their business models to secure food contracts and take online orders for pickup and delivery. Chefs now have school food service contracts and product sellers are doing well at farmers markets, restaurants and stores in Winston-Salem, Charlotte, and Archdale.

\$25,000 of the requested funds will pay our part-time Community Garden Co-Managers. Kyle Luth, a biologist, and high school science teacher who also educates our community garden growers. He shares the manager role with master gardener Lorraine Mortis who started at the garden nine years ago as a volunteer and has agreed to be in charge of garden communications/administration. Their goals are to: 1) Increase the amount of vegetables grown in the garden; 2) Educate more people about gardening and nutrition; 3) Find new partners each year. Under Kyle's leadership the garden has grown to over 80 raised garden beds including waist-high beds for wheelchair accessibility. Lorraine won a blue ribbon in the Carolina Classic Fair for her purple green beans. Winston-Salem State University (WSSU) faculty members added a garden greenhouse to the garden and Kyle built growing tables for to grow seedlings. This summer the gardeners partnered with the Forest Park Elementary Freedom School and Granville District Farms to teach kids on Monday afternoons for 8 weeks.

Kyle and Lorraine will continue the popular Cooking In The Garden Classes and will continue and the Saturday farmers market will continue to sell produce for \$1 per pound.

Printed By: Rene Williams on 1/27/2022

2 of 27

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

To access the kitchen and the garden, the Enterprise Center has an application and orientation meetings for food entrepreneurs using the commercial kitchen and for community gardeners. Community members are reached through word-of-mouth, community meetings, flyers, postcards, our website, social media, and signage. Our kitchen manager attends events, and distributes marketing materials. The application process for food entrepreneurs includes an interview and a business plan review to identify what their business needs and to make sure their expectations align with what our resources can provide. Recently there was a community meeting neighborhood residents who wanted to learn what is offered at The Enterprise Center and to share their concerns about the neighborhood with city officials. We partnered with the Southeast Neighborhood Association and mailed 4,000 postcards with information. We had 55 people attend and the meeting was also on Zoom. Since opening, the kitchen program has economic benefits for the community by helping food entrepreneurs generate revenue and jobs. The garden has economic and educational benefits by helping community growers learn growing techniques and provide an opportunity to sell produce at the bimonthly farmers market.

Current participants in the garden include two neighborhood churches, recreational therapists that work with special needs kids, graduates of the Forsyth County Urban Agriculture Program, WSSU, and neighborhood residents. Those who participate pay \$30 for the year to have a garden bed. If someone can not afford to pay, the fee is waived. We provide special soil, seeds, water, garden equipment, social network and expertise of a professional educator, and a master gardener. When vegetables are harvested, these participants can sell at the farmers market, share with neighbors, drop off at food pantries, and share with whoever asks. Sharing the harvest and stories about how it is grown benefits everyone. The Boy Scouts, school children bring kids to the garden.

Current participants in the commercial kitchen include chefs who have started their own catering businesses. Each has been assisted with the permit application process and each is growing their business. They receive advice about their menus and pricing, they get help with marketing and have access to a fully equipped commercial kitchen. Participants also benefit from the ability to buy food supplies at wholesale prices. At the Enterprise Center kitchen these entrepreneurs have technical assistance to build their clientele, hire their employees and start their plans to become restaurant owners, food truck owners and create a strong cycle of investment in this community.

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

There are unmet economic needs in this community and unmet needs for nutrition and access to fresh produce.

The Enterprise Center shared-use commercial kitchen and the community garden meet unmet needs in this community. The kitchen is a unique resource that allows food entrepreneurs to do catering legally in a permitted, regularly inspected facility. Many people in our target area work in the food service industry and for them providing catering services and baking are two low cost ways to start a food business without opening a restaurant or food truck, but these food services must operate from a "legal" kitchen or commissary. Bakers can get their home kitchens approved for baking products for sale to the public by the NC Department of Agriculture; however, people catering food for sale must be food safety certified, have insurance and must cook in a Forsyth County permitted kitchen (with the exception of personal chefs who prepare meals in peoples homes). For now the Enterprise Center has the only permitted, shared-use commercial kitchen in Forsyth County. Shared-use kitchens allow people to access commercial equipment without the high cost of acquiring or renting their own and the entrepreneurs can benefit from the business advice and resources. There are over 50 names on our waiting list and every week new people call to inquire about accessing the kitchen. With our expansion in 2022-2023, we will be able to assist more food entrepreneurs. We are also planning to acquire a food truck and train people to use it.

The community garden is in a food desert where there are barriers to access fresh produce. Having this garden as a resource benefits all who participate and no one is turned away. The garden has co-leaders now and both have outstanding qualifications, and the ability to teach those who are new to growing and those who have experience.

Atkins CDC programs primarily serve the east and southeast wards of Winston-Salem where the population is mostly low and moderate income African-American and Hispanic families. According to [www.FFIEC.gov](http://www.FFIEC.gov) website, the median family income in Winston-Salem is \$56,000, the median family income in the Census Tracts adjoining the Martin Luther King Jr. Drive and Woughtown Street corridors is \$15,573. The people who participate in our garden and kitchen incubator are African-American and Hispanic adults; and based on our experience are people who live within a four-mile radius of The Enterprise Center. The area surrounding our location is a federally designated food desert. In a food desert people with “low access to food stores such as supermarkets may mean that households rely on nearby retailers like convenience stores or fast-food restaurants that do not offer a variety of healthful foods,” as defined by the United States Department of Agriculture (USDA). People living in food deserts have higher rates of poverty, obesity, high blood pressure, diabetes, heart disease and stroke.

Address: 1922 MARTIN LUTHER KING JR DR SE, WINSTON SALEM, NC, 27107

MSA-State-County-Tract: 49180-37-067-0008.02

2020 Estimated Tract Median Family Income:\$18,149

2015 Tract Median Family Income:\$15,573

Tract Population:2538

Tract Minority %:73.52

Tract Minority Population:1866

Owner-Occupied Units:116

1- to 4- Family Units:422

#### **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?**

Atkins CDC strives to work with partners on all projects that we are involved with. The kitchen is partnered with the American Heart Association that has an office in The Enterprise Center for their mobile chef, N'Gai Dickerson, who does cooking demonstrations and teaches people about nutrition. He is also teaching Serv-Safe classes at The Enterprise Center for people in the food service industry. We also partner with the chefs in the kitchen to help implement their activities. One chef has a Kids Cooking Club and an annual Thanksgiving meal giveaway. Other chefs also prepare food for community events and request donations or other support. For expansion of our kitchen facilities, we are partnered with Forsyth County and the Piedmont Triad Regional Council for matching funds and a construction grant application and grant administration. For construction management we will hire the architect and project manager, Norwood Architecture and Design, who led the previous phases of Enterprise Center renovation.

The community garden is partnered with The Twenty that made a \$3000 donation to the garden in 2021 and has their staff distribute flyers and recruit gardeners. The garden also maintains partnerships with the Boy Scouts who have built an outdoor sink, weighing station and a pergola for the garden. The owners of Granville District Farms is a new partner that has plowed space to plant produce and they assist with education by bringing goats and chickens to the garden for events. The garden sells produce to a local beverage maker who donates his beverages to the garden for monthly Cooking in the Garden demonstrations that are provided to the community. These free demonstrations have become popular and the kitchen chefs take turns cooking, teaching and providing recipes. Lusk Tree Service still provides free

mulch and Action4Equity brings young people to the garden who are paid as after-school employees.

## C. Strategy and Performance

Completed by davisc@wssu.edu on 11/19/2021 12:37 PM

Case Id: 14532

Name: SG Atkins CDC - Expanding to meet more need -

Address: \*No Address Assigned

---

### C. Strategy and Performance

---

Please provide the following information.

#### STRATEGY (5 POINTS)

C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

Indicate which of the City's strategic focus areas your program aligns with best (select one):

Economic Vitality and Diversity

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

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

#### PERFORMANCE (15 POINTS)

C.3. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

We will monitor and evaluate the kitchen and garden programs based on the feedback and experiences of our participants.

The kitchen manager maintains a kitchen usage schedule and can monitor how much the kitchen is utilized and by whom. It is an online scheduling tool so that the manager, the chefs and the health department can see who is in the kitchen at all times. The chefs meet monthly with the kitchen manager and provide feedback about how their actual business performance compared to their goals and what operational changes can be made to enhance the kitchen experience.

The community gardeners self-report what they grow in the garden and the weight of what they harvest. Some are more disciplined about it than others. There is a new weighing station at the garden gate where people weigh what they pick and record it in the log book.

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

The kitchen and garden managers meet weekly with the Atkins CDC Director to review goals, accomplishments and opportunities to improve operations. We work as team to move forward.

As a strategy the kitchen users meet with the kitchen manager monthly to learn about new resources, kitchen equipment and maintenance, review the operations manual and their kitchen usage agreements. If someone is not progressing there will be appropriate intervention that could include a range of corrective actions from additional coaching to eviction if necessary.

**Attach participant/program data sample report**

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

Participant Data Sheet Sample.pdf

**C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.**

**Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.**

Stated Program Goals	Program Activities in Support of Goals	FY 20-21 Previous Year Results	FY 21-22 Current Year Projected Results	FY 22-23 Next Year Anticipated Results
Maintain a shared kitchen manager to assist food entrepreneurs	Monthly meetings, technical assistance, marketing, monitor kitchen usage	Chefs have maintained business revenue and applied for grant assistance	Chefs regain lost clientele, pivot business models to grow their revenue, and find their own food trucks or empty restaurant spaces	Obtain full funding to triple the size of existing kitchen, increase kitchen capacity and users, increase variety of equipment available to food producers
Maintain garden co-managers to increase outreach, education and vegetable production	Garden meetings, share garden techniques, provide soil, seeds and tools, coordinate volunteer work day	Added greenhouse to the garden for year round growing which provides new educational opportunity	Add new partners to expand farmers market, expand education and resources	Reach 750 unique including gardeners, Cooking demonstrations, the farmers market, volunteer events, youth education

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	40	40
FY 21-22 Current Year Projected Results	400	400
FY 22-23 Next Year Anticipated Results	750	750

**C.6. FY 20-21 Program Accomplishments**

Due to COVID 19 our kitchen focused on preparing free meals for the community and helping food entrepreneurs apply for federal and local grants to reinvent their business models and relaunch. Most kitchen entrepreneurs obtained PPP loans or EIDL loans from the Small Business Administration. Three chefs obtained food contracts, four sell food items to Buies Market, two are successful at Saturday farmers markets in Winston-Salem and Charlotte. One baker moved into her own retail space pre-COVID, but has closed. One chef opened her own small event center space prior to COVID and has maintained the lease.

The garden manager did build the growing tables for the greenhouse, and add new partners during the season including the Forest Park Elementary Freedom School, Granville District Farm, and the Kids Cooking Coalition/Wake Forest Community . Cooking in the Garden demonstrations were a popular spring/summer activity and the American Heart Association mobile chef broadcasted live demonstrations on social media. About 1,400 pounds of produce has been harvested and farmers market participation is increasing. The garden did some beautification projects and hosted an outdoor gathering for a 90 year old birthday party celebration.

**C.7. FY 22-23 Key Objectives**

Key objectives for the kitchen are to: 1) Obtain remaining funds for kitchen construction project that will triple the kitchen size and capacity to serve more food entrepreneurs. \$300,000 commitment for matching funds is already secured; 2) Reach out to churches to help some of them get their kitchens certified. This will increase capacity city-wide for food entrepreneurs to be in NC Department of Agriculture certified kitchens; 3) Get a food truck or partner with a food truck owner so that more people can get food truck experience. In general the goal for all businesses is to increase visibility, revenue, net income, create jobs and find their own retail space.

Key objectives for the garden are to: 1) Increase the quantity of produce grown to 2000 pounds; 2) Educate more growers; 3) Add more partners; 4) Grow the farmer's market; 5) Grow the garden budget; 6) Continue to beautify the garden for events; 7) Add more after-school jobs for youth in the area.

**Attach participant/program data sample report**

---

**Documentation**

---

 **Participant/Program Data Sample Report**

Participant Data Sheet Sample.pdf



## D. Organizational Capacity

Completed by davisc@wssu.edu on 11/18/2021 7:39 PM

Case Id: 14532

Name: SG Atkins CDC - Expanding to meet more need -

Address: \*No Address Assigned

---

### D. Organizational Capacity

---

Please provide the following information.

#### MISSION (5 POINTS)

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

The mission of the CDC is to be a catalyst for economic development by promoting home ownership, small business development and job creation. The Atkins CDC started supporting entrepreneurs in June 2011 by opening the Enterprise Center and filled 22 offices with start-up and growing businesses within three months. Since 2011, the Atkins CDC has added 23 more offices and is serving 48 entrepreneurs (including a few non-profits) who use the office space as a business headquarters. Nine food entrepreneurs run their businesses from the Enterprise Center shared-use kitchen. A partnership with WSSU provides some marketing and student learning experiences. A partnership with the Small Business Administration opened a Women's Business Center that provides technical assistance to businesses and help accessing capital. A partnership with the Wake Forest University Law Clinic provides free legal services by students under faculty supervision. These partnerships and others match Enterprise Center entrepreneurs with subject matter experts in accounting, marketing, pricing, taxes, information technology, etc. In addition to incubating businesses, Atkins CDC agreed to support a community garden after many requests. A part-time garden manager was hired in September 2018. The CDC also operates the Enterprise Conference and Banquet Center and hired the manager in 2012. This year has been a recovery year as things return to normal. To promote homeownership, Atkins CDC has built and sold 30 homes to first-time homebuyers in partnership with the city's Community Development Department. The Atkins CDC is also working with stakeholders to implement a master plan for part of the East Ward. The plan recommends rebuilding the neighborhood economy by increasing the density of housing and commercial space without displacing current residents. Full implementation of the plan will require strong public/private collaboration and \$250 million of investment. The CDC successfully advocated for this planning area to be designated an Opportunity Zone which makes it eligible for tax credit investment. In summer 2018 the CDC finished a \$275,000 commercial kitchen and in September 2018 hired an experienced kitchen manager. We are now working on a plan to triple the size of the kitchen and add more equipment and services. All of the CDC programs, including the kitchen and garden personnel in this proposal, help advance the creation of economic opportunity for people in east and southeast Winston-Salem. In 2019 the Atkins CDC staff helped Ujima CDC open their Emmanuel Retirement Village with 42 units of senior housing. Also in 2019 an Enterprise Center kitchen chef won the city's business plan competition and one baker who moved into her own retail spot. This year another Enterprise Center business won the city's business plan competition. Another food entrepreneur got her product in 32 retail stores and a juice maker now has his juice in several market locations. In 2020 and 2021 Atkins CDC staff helped many entrepreneurs apply for COVID grants to help businesses adjust to lock down and social distancing that made it difficult for some to operate. We helped several obtain local grants, PPP forgivable loans and SBA EIDL loans and grants.

#### FUNCTION (5 POINTS)

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

Printed By: Rene Williams on 1/27/2022

10 of 27

S.G. Atkins CDC has been in operation since 1998.

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

The Atkins CDC aligns our work with the needs of the east and southeast wards, and the strategic goals of the City of Winston-Salem to invest in the Neighborhood Revitalization Strategy Area (NRSA), low income areas in Winston-Salem that are underserved by private developers. The Atkins CDC serves the City of Winston-Salem by working on several mutual goals: 1) Affordable housing development for first-time homebuyers; 2) Investing in economic development by raising \$4.5 million to turn a dilapidated building into the Enterprise Center - a thriving neighborhood center for business incubation and job creation; 3) Growing vegetables in a food desert by supporting volunteers who have grown and distributed over 1,000 pounds of vegetables per year; 4) Facilitated the City’s TURN program in the southeast ward by helping 25 property owners complete applications for housing rehabilitation; 5) Worked with neighborhood leaders to get funds and consultants to complete master plans for neighborhoods including the East End neighborhood adjoining the Martin Luther King Jr. Drive Corridor and the Waughtown Street Corridor in the Southeast Ward; 6) Supporting the entrepreneurs from the Enterprise Center who are growing the local entrepreneurial ecosystem and helping the City of Winston-Salem become an inclusive and leading city for business start-ups; 7) Operating the first permitted shared-use kitchen in Forsyth County; 8) Our kitchen chefs partnered to produce over 50,000 free meals during COVID; 9) Helped Ujima CDC get funding for the Emmanuel Retirement Village. 10) Atkins CDC received funds from PowerUp NC to provide \$5000 grants to three neighborhood associations to meet community needs during COVID. We are open to collaborations and we constantly seek opportunities to benefit the communities we serve.

**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
Kitchen Manager	Manage kitchen usage, provide support to food businesses, maintain kitchen equipment, grow partnerships and resources.	40	100.00 %
Garden Co-managers	Recruit and manage growers, build and maintain the garden infrastructure, partnerships and resources.	20	100.00 %

**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
Carol Davis	Executive Director	\$96,000.00	0.00 %

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

Organizational Chart.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:**

We have a diverse staff and utilize the Winston-Salem Urban League and LinkedIn to find candidates to interview for open positions.

**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					4	
Professionals	1				1	
Technicians						
Office/Clerical						
Laborers/Service Workers		1				
Total Full-Time						

**Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below, 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						
Technicians						
Office/Clerical	1				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**

Atkins CDC 2021 Roster as of November.doc

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

6

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

3

**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 is an application for new funding, but it will support ongoing programs that have a demonstrated track record of

success and community support. The managers for these services establishes annual goals and a calendar for implementation. A work plan for these proposed activities will be established by June 2022 for implementation beginning July 1, 2023, although the work to expand the kitchen is already in motion. Like this year, Atkins CDC will be prepared to proceed with activities on schedule July 1.

**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 was a major unforeseen event that impacted everyone. Fortunately, we were in position to provide services without interruption. Staff was given autonomy to make decisions that they were comfortable with so while some chose to work from home, others chose to work on site. Allowing employees to have flexibility to make the choices that are best for them proved to be best for operating the organization without disruption.

**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 provide access to all persons who seek to participate in the programs of the Atkins CDC. We have a waiting list for the kitchen space and rotate new participants in as current participants move out. They have not moved out as quickly as we expected and this year were slowed down by COVID, but there was room for one new person to get in this summer. The garden has room for expansion and access for new people is easily available. No one is turned away.

## E. Cost Effectiveness

Case Id: 14532

Name: SG Atkins CDC - Expanding to meet more need -

Address: \*No Address Assigned

Completed by davisc@wssu.edu on 11/19/2021 2:03 PM

---

### 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	\$565,450.00	\$542,255.00	\$1,610,000.00
Fundraising	\$0.00	\$0.00	\$0.00
Management and General	\$65,000.00	\$119,950.00	\$120,000.00
<b>Total Expenditures by Program</b>	<b>\$630,450.00</b>	<b>\$662,205.00</b>	<b>\$1,730,000.00</b>

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$250,000.00	\$280,000.00	\$280,000.00
Employee Benefits	\$32,400.00	\$32,400.00	\$35,000.00
Facility Rent and Utilities	\$55,000.00	\$55,000.00	\$60,000.00
Training and Conference Registration	\$2,500.00	\$750.00	\$1,500.00
Membership and Dues	\$300.00	\$300.00	\$750.00
Travel and Transportation	\$300.00	\$0.00	\$1,000.00
Grants to Individuals and Organizations	\$0.00	\$40,000.00	\$25,000.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$275,000.00	\$263,655.00	\$160,000.00
Other Operating Expenditures	\$0.00	\$0.00	\$0.00
Capital Outlay	\$25,000.00	\$0.00	\$1,166,750.00
<b>Total Expenditures by Category</b>	<b>\$640,500.00</b>	<b>\$672,105.00</b>	<b>\$1,730,000.00</b>

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$65,000.00	\$65,000.00	\$75,000.00
Forsyth County	\$0.00	\$0.00	\$300,000.00
State of North Carolina	\$0.00	\$0.00	\$350,000.00
Federal Government	\$50,500.00	\$105,000.00	\$500,000.00
Admissions/Program Revenues/Sales	\$300,000.00	\$277,105.00	\$300,000.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$10,000.00	\$10,000.00	\$10,000.00
Foundation Grants	\$120,000.00	\$120,000.00	\$95,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$95,000.00	\$95,000.00	\$100,000.00
Other	\$0.00	\$0.00	\$0.00
<b>Total Revenues by Category</b>	<b>\$640,500.00</b>	<b>\$672,105.00</b>	<b>\$1,730,000.00</b>

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

We are in the process of applying for federal government funds to enlarge the kitchen space in 2022. The county has already voted to provide project matching funds of \$300,000. We also have a federal grant from the Small Business Administration Women's Business Center program for 2021, 2022 and 2023. In 2021 we received a Paycheck Protection Program grant (\$38,000).

**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	COVID	\$50,000.00
2020	CDBG	\$65,000.00
2019	CDBG	\$65,000.00
2018	CDBG	\$65,000.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Personnel	\$75,000.00	\$0.00	none
Garden Income	\$0.00	\$5,000.00	program income
Kitchen Income	\$0.00	\$25,000.00	program income
	\$75,000.00	\$30,000.00	

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

The City funds requested will be used to pay the manager of the shared kitchen for 40 hours per week. This person is a full-time employee who will maintain the kitchen, provide technical assistance to the users, ensure compliance with Forsyth County Health Department and NC Department of Agriculture regulations.

The City funds requested will be used to pay the garden co-managers for a total of 20 hours per week year round. These are part-time employees who will recruit, teach and supervise the growers, manage the farmers market and plan activities.

**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.**

The Boy Scouts of America will provide scouts to build garden benches this year. In the past they built a pergola, a

washing station and a weighing station.

**E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.**

This request is \$10,000 more than last year to provide an increase in personnel line item. In 2022 we expect to implement a kitchen expansion plan that triple the size of the kitchen and provide space for food product entrepreneurs to produce and package. This expansion project will require staff time and effort and we do not plan to disrupt existing space users while the build out occurs.

**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.**

To continue implementation of the shared-use kitchen, the CDC will provide access to food entrepreneurs that have expressed interest in utilizing the kitchen and technical assistance resources to grow their businesses. To be considered, applicants must have food preparation experience, be ServSafe certified, be able to get a permit from the Forsyth County Health Department and have liability insurance. There is an application fee, security deposit, and monthly usage fees based on the number of hours of kitchen usage. These fees are used to pay utility bills, pay licensing fees, pay for required kitchen maintenance, utilities, make repairs, add and replace equipment as needed. There is 24-hour access to the facility and a scheduling system to reserve time and monitor usage. It is expected that fees will grow to cover the cost of operations and establish an operating reserve. Operating policies and procedures are reviewed often and adjustments are made as necessary to maximize efficiency. By definition, this is a shared-use kitchen, and is the first permitted shared-use kitchen in Forsyth County. Health Department inspectors determined operating rules in accordance with state guidelines and limit kitchen usage and monitor activity closely.

After the kitchen expansion that will increase capacity to include more food entrepreneurs, we expect to generate enough kitchen usage fees to offset the cost of the kitchen manager salary but we have not had a full normal year of activity yet. Calendar year 2019 was the first full year of operation, and since it was the first year it was an experiment to see how often the chefs would use the kitchen, how much they can afford to pay and what expenses would be incurred to maintain the equipment, inspections and scheduled services. 2020 was an unusual year because of COVID and after March 2020 chefs reduced their kitchen usage for their businesses but started doing the free meals for the community. As of November 2021 activities seem to be increasing to a more normal rate, but catered events are smaller in size which means smaller food orders for caterers. When demand for catered events is normal we will increase usage fees so that the kitchen will be financially sustainable. During COVID we cut usage fees in half. Expenses are more predictable than revenues, and most equipment is still under warranty.

We intend to grow garden partnerships, grow the farmers market and find ways to fund garden management with program income.

**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.**

The programmatic barriers now are the economic impact of COVID and the disruption of social activities that has decreased the amount of business for the food entrepreneurs and even the amount of time that the gardeners have spent in the garden. Demand for the food businesses is recovering although order sizes for catered events are still smaller than usual due to social distancing concerns. The free meals that our chefs could prepare and distribute are winding down. Retail opportunities at farmers markets and outdoor events is still strong although the winter will likely

slow that down. Everyone hopes the economy will recover in 2022 and when it does we expect that the programs will operate at maximum capacity. Our plan is to enlarge the kitchen without disrupting current activity.

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

We do not foresee any institutional barriers at this time. Although Atkins CDC has always been understaffed we have relied on partnerships to strengthen our capacity to provide services. Partnerships have optimized our impact and we welcome them.

**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:	75000
Number proposed to be served for the year:	760
Average City funds per beneficiary:	98
Proposed funds from all sources:	1655000
Number proposed to be served for the year:	1200
Average total funds per beneficiary:	1379

## F. Required Documents

Completed by [davisc@wssu.edu](mailto:davisc@wssu.edu) on 11/19/2021 3:13 PM

Case Id: 14532

Name: SG Atkins CDC - Expanding to meet more need -

Address: \*No Address Assigned

---

### F. Required Documents

---

Please provide the following information.

---

#### Documentation

---

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

Conflict of Interest (1) (1).pdf

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

S.G ATKINS 990 YE 2020.pdf

**Organization By-Laws \*Required**

Bylaws (1) (1).pdf

**Articles of Incorporation \*Required**

Articles of Incorporation (3).pdf

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

AccountingPoliciesProcedures2017.pdf

Procurement Policy.pdf

Personnel Policy.pdf

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

IRS Exempt Status Letter.pdf

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

SG ATKINS FINAL FINANCIALS 2020 (1).pdf

Issued Financial Statements 2019.pdf

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

**\*Required**

CertofExistenceNov2021.pdf

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

Participant Data Sheet Sample.pdf

**Other**

*\*\*No files uploaded*

## G. Income Based Projects/Services Only

Case Id: 14532  
Name: SG Atkins CDC - Expanding to meet more need -  
Address: \*No Address Assigned

Completed by davis@wssu.edu on 11/19/2021 3:13 PM

---

### G. Income Based Projects/Services Only

---

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

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

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

Income Range	# to be served
0 to 30% of median	0
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

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

## H. Construction/Rehab Only

Completed by davisc@wssu.edu on 11/19/2021 3:17 PM

Case Id: 14532

Name: SG Atkins CDC - Expanding to meet more need -

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
--------------	---------	-----------------	-----------	--------------

---

### 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**

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

# I. Emergency Shelter Only

Completed by *davisc@wssu.edu* on 11/19/2021 3:17 PM

**Case Id:** 14532

**Name:** SG Atkins CDC - Expanding to meet more need -

**Address:** \*No Address Assigned

---

## 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 davisc@wssu.edu on 11/19/2021 3:17 PM

Case Id: 14532

Name: SG Atkins CDC - Expanding to meet more need -

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 *davisc@wssu.edu* on 11/19/2021 3:17 PM

**Case Id:** 14532

**Name:** SG Atkins CDC - Expanding to meet more need -

**Address:** \*No Address Assigned

---

## K. HOPWA

---

Please provide the following information.

**Are requesting funds for a HOPWA project?**

No

## Submit

*Completed by davisc@wssu.edu on 11/19/2021 3:18 PM*

**Case Id:** 14532

**Name:** SG Atkins CDC - Expanding to meet more need -

**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.

Carol Davis

*Electronically signed by davisc@wssu.edu on 11/19/2021 3:18 PM*

# IDIS Setup

No data saved

**Case Id:** 14532

**Name:** SG Atkins CDC - Expanding to meet more need -

**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**