

A. Organization & Contact Information

Completed by shadowe.magaraci@eistr.org on 10/27/2021 12:43 PM

Case Id: 14344
Name: ESR 22-23 ESG - 2022/23
Address: *No Address Assigned

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 ESG

A.3. FY 2022-23 Funding Request Amount

\$16,352.00

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

smith.marsha@va.gov

A.21. Phone

(336) 231-2519

B. Project Overview

Completed by shadowe.magaraci@eivr.org on 11/15/2021 1:13 PM

Case Id: 14344

Name: ESR 22-23 ESG - 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 request will help cover insurance, repairs and maintenance, and utility costs at our Burton Street Shelter. It also helps to cover basic essential supplies provided to clients on move-in. Burton Street provides housing opportunities for ESR's homeless clients by providing emergency shelter and assistance in locating and obtaining permanent affordable housing.

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

ESR participates in the Community Coordinated Intake, and we expect many of our potential Housing clients will access our programs via that portal. Participants are further evaluated through our Intake process.

Clients are required to maintain contact with their case managers, who provide them with a range of services including counseling and research assistance, depending on the client's specific needs. If needed and available, ESR may also from time to time provide financial assistance, and supplies from ESR's pantry.

Clients who are willing to work toward their own self-sufficiency goals are those who will succeed in moving from homelessness to stable housing, and potentially beyond to homeownership and a stake in their community.

Burton Street is a family oriented shelter that has 9 two-bedroom apartments available, with a maximum occupancy of 27 at any one time. The average number at any one time is 6 of 9 possible households, or up to 18 persons.

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

The number of persons seeking emergency housing assistance has increased significantly this year due to COVID-19's impact on the community, the economy, and the workforce, and due to the end of the eviction moratorium which kept many people housed. Those who are unable to pay rent and back rent have been evicted or are facing eviction in the near future. We are seeing that residents at Burton Street are requiring a longer period of time to locate suitable housing to move to than before COVID, so turnover at the shelter is not as high as might have been previously expected.

ESR's Burton Street Emergency Shelter provides time-limited emergency shelter for only the cost of a deposit, which allows clients who stay there to build their savings and become stable as they work toward a permanent housing placement. This shelter is a family-based placement so homeless families can remain together. The apartments provide a more "normal" environment than dormitory-style emergency shelters, which can positively affect family members' emotional stability. Burton Street is the only emergency shelter in Forsyth County that provides this type of housing for families. (Family Services shelters families who are victims of domestic violence, and Bethesda shelters adult men and

women). Case management helps participants prepare to locate and obtain their permanent housing, and teaches basic budgeting and essential skills to improve their long-term housing outcomes. Residents who have access to ESR's Housing program tend to become more stable in many aspects of their lives, including but not limited to affordable, stable housing.

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?

We work regularly with the Housing Authority of Winston-Salem, shelters like Bethesda Center, and private landlords to help homeless clients locate immediate and long-term shelter. We work closely with the Department of Social Services to help prevent client homelessness. ESR refers clients to Goodwill Industries, Vocational Rehabilitation, and the JobLink Center for assistance with job/career placement and skills. Forsyth Tech and WSSU work closely with us to assist our clients in improving their education levels. Doctors' Care, the Downtown Health Plaza, and the Health Department can often field healthcare concerns.

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 a minimum of 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

(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 - ESG.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
20 homeless families will be housed at Burton Street Shelter during the year.	Case managers assist in placing eligible clients in Burton Street, and enrolling them into the Housing Program at ESR.	We placed 13 families at Burton Street during the year.	Based on current enrollment we expect to house 15 families in emergency shelter at Burton Street this fiscal year.	We expect to house 20 families in emergency shelter at Burton Street next year.
19 client families will exit Burton Street into a positive housing destination.	Case managers assist clients in locating a positive housing destination to include permanent housing.	13 (100%) families exited Burton Street into positive housing destinations to include permanent housing.	We expect 14 client families will exit Burton Street into a positive housing destination to include permanent housing.	We expect 19 client families will exit Burton Street into a positive housing destination to include permanent housing.
At least 80% of client families at Burton Street will improve financial literacy.	Case managers provide counseling, budget instruction, and access to financial literacy	100% of exiting families improved their financial literacy levels, inclusive of knowing how to	100% of exiting families will improve their financial literacy levels, inclusive of knowing how to	At least 80% of exiting families will improve their financial literacy levels, inclusive of

	opportunities.	create and maintain a household budget	create and maintain a household budget.	knowing how to create and maintain a household budget.
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	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	13	38
FY 21-22 Current Year Projected Results	15	35
FY 22-23 Next Year Anticipated Results	20	45

C.6. FY 20-21 Program Accomplishments

We started our rehab activities for Burton St.

100% positive destination

100% Counseling, case management and budget counseling

90% permanent housing destination

Over 50% connected permanent housing vouchers

C.7. FY 22-23 Key Objectives

Providing temporary shelter for the families in Winston Salem Forsyth County Homeless Families as meeting Category 1 and 2 of HUD’s definitions of homelessness.

To provide 150 homeless households with the opportunity for supportive services to compliment housing services: Offering the following program services case management, counseling, education, employment, life skills. Food, financial literacy, and transportation.

Families staying at the temporary shelter will be eligible for other financial assistance towards permanent housing i.e. rent, utility, renters insurance, and utility deposit

100% of families will have a positive housing destination

90% of families will have a permanent housing destination

Attach participant/program data sample report

Documentation

 **Participant/Program Data Sample Report**

Sample Program Report - ESG.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 Coordinated 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 Program Staff, reporting	36	0.00 %
Housing Success Coach	Weekly meetings with clients, tracking, reporting, case management activities	36	0.00 %
Housing Monitor	Onsite housing monitor, minor maintenance, inspections, security, turnkey activities	36	0.00 %
Director of Agency Operations	Oversight for properties, including Burton Street	36	0.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Twana Roebuck	Executive Director	\$96,378.00	0.00 %
Stephanie Blackstock	Finance Director	\$60,000.00	0.00 %
Fred Bazemore	Director of Agency Operations	\$57,337.00	0.00 %
Victoria von Dohlen	Development and Agency Relations Manager	\$43,444.00	0.00 %

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

Board Roster 9-21 OEO Format w Committees.docx

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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.

ESR's Housing program has been functioning successfully for more than twenty years. Funding from the city for this project provides continued support of ESR's work with Winston-Salem's homeless population, allowing us to continue to provide emergency housing for the most vulnerable Winston-Salem families. This program is part of ESR's core programming that helps provide lower wealth residents of Winston-Salem with services and opportunities to empower them to remove themselves from the cycle of poverty.

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

Case Id: 14344

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Address: *No Address Assigned

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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	Community Agency Funding (ESG)	\$16,499.00
2019	Community Agency Funding (ESG)	\$23,454.00
2018	Community Agency Funding (ESG)	\$25,498.00
2017	Community Agency Funding (ESG)	\$13,212.00
2016	Community Agency Funding (ESG)	\$13,052.00

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
Salaries/Benefits	\$0.00	\$40,000.00	United Way, FEMA
Repairs/Maintenance	\$750.00	\$1,750.00	United Way, FEMA
Communications	\$0.00	\$1,400.00	United Way, FEMA
Space	\$11,500.00	\$4,500.00	United Way, FEMA
Supplies	\$602.00	\$5,398.00	United Way, FEMA
Overhead	\$0.00	\$7,040.00	United Way, FEMA
Insurance	\$3,500.00	\$1,000.00	United Way, FEMA
	\$16,352.00	\$61,088.00	

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.

Repairs/Maintenance covers MINOR repairs. Space includes utilities (electric, water, pests, and trash). Supplies covers a portion of cleaning supplies and maintenance needs, such as HVAC filters. Insurance is for property and general liability coverage.

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.

Board time, volunteers. In years past we have had landscaping and other volunteer projects as part of Days of Caring, but COVID-19 has temporarily eliminated those activities.

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.

Utility costs are high and it is difficult to cover these payments without requiring residents to contribute, which we are trying to avoid, since these families are already in crisis. Additionally, appliances wear out and are becoming more expensive to repair, and furnished kitchen items frequently need to be replaced due to wear or loss.

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.

As with all our programs, we are constantly seeking additional funding streams and sources of unrestricted funds to supplement existing funding. Burton Street Shelter's operations support comes in large part from the City. It seems likely we would have to resort to limiting supplies spending to cover these expenses if the City reduced or eliminated this pool. This would directly affect client well-being, as it would mean we could not furnish starting cleaning supplies or basic housewares. Other funding for this project comes from United Way. It is relatively stable but in recent years other United Way funding has been reduced. However, amounts depend on the success of United Way's annual campaign. We at ESR are grateful for our longstanding and ongoing partnership with the City of Winston-Salem, and appreciate the financial support provided for our agency, staff, programs, and clients in need in the community.

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.

This project has been operating successfully for many years, so there are no barriers to implementation. However, continued funding is critical if we are to continue providing low-cost emergency housing to residents at this location.

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

The project is fully operational, however we are having to do some renovations on the property that have been difficult to implement between communication issues with contractors and the impact of COVID-19.

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:	16352
Number proposed to be served for the year:	25
Average City funds per beneficiary:	654.08
Proposed funds from all sources:	77440
Number proposed to be served for the year:	25

Average total funds per beneficiary:	3097.60
--------------------------------------	---------

F. Required Documents

Completed by shadowe.magaraci@eistr.org on 11/16/2021 5:52 PM

Case Id: 14344

Name: ESR 22-23 ESG - 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

Conflict of Interest Policy.pdf

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 Anti-Discrimination Policy.pdf

ESR Fair Housing Policy.pdf

ESR Financial Policies.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 - ESG.docx

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 14344
Name: ESR 22-23 ESG - 2022/23
Address: *No Address Assigned

Completed by shadowe.magaraci@eistr.org on 11/15/2021 1:02 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 shadowe.magaraci@eistr.org on 11/3/2021 4:15 PM

Case Id: 14344

Name: ESR 22-23 ESG - 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: 14344

Name: ESR 22-23 ESG - 2022/23

Address: *No Address Assigned

Completed by shadowe.magaraci@eistr.org on 11/15/2021 1:01 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	\$3,500.00
Utilities	\$11,500.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$602.00
Maintenance or Minor Repairs	\$750.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$16,352.00

J. Rapid Rehousing and HMIS Only

Completed by shadowe.magaraci@eistr.org on 11/15/2021 12:58 PM

Case Id: 14344
Name: ESR 22-23 ESG - 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 4:14 PM

Case Id: 14344

Name: ESR 22-23 ESG - 2022/23

Address: *No Address Assigned

K. HOPWA

Please provide the following information.

Are requesting funds for a HOPWA project?

No

Submit

Completed by shadowe.magaraci@eistr.org on 11/19/2021 10:14 AM

Case Id: 14344

Name: ESR 22-23 ESG - 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 10:13 AM

IDIS Setup

No data saved

Case Id: 14344

Name: ESR 22-23 ESG - 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