

A. Organization & Contact Information

Case Id: 16208
Name: Help Our People Eat - 2023/24
Address: *No Address Assigned

Completed by scott@hopews.org on 11/8/2022 3:31 PM

A. Organization & Contact Information

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

A.1. Organization Name

H.O.P.E. of Winston-Salem

A.2. Project/Program

Help Our People Eat

A.3. FY 2023-24 Funding Request Amount

\$60,000.00

A.4. Agency's Total Operating Budget

\$603,522.00

A.5. Mailing Address

355 NW Crawford Place Winston-Salem, NC 27105

A.6. Project/Program Location Address

355 NW Crawford Place Winston-Salem, NC 27105

A.7. Organization Website

www.hopews.org

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

2014

A.9. Organization Fiscal Year

063023

A.10. Federal Tax ID Number

46-3772491

A.11. Federal DUNS Number

089293357

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Scott Best, Executive Director

A.13. Email

scott@hopews.org

A.14. Phone

(336) 750-7964

CONTACT

A.15. Name, Title

Scott Best, Executive Director

A.16. Email

scott@hopews.org

A.17. Phone

(336) 750-7964

BOARD CHAIR

A.18. Name

Nate Atkinson

A.19. Term Expiration

06/30/2024

A.20. Email

nathan@villagejuiceco.com

A.21. Phone

(336) 749-0492

B. Project Overview

Completed by scott@hopews.org on 11/14/2022 3:56 PM

Case Id: 16208

Name: Help Our People Eat - 2023/24

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?

Our Help Our People Eat program distributes approximately 1,100 nutritious meals to children and over 2,500 pounds of fresh fruits and vegetables to families via a network of 30 distribution points & partners throughout Winston-Salem each weekend we operate. Our distribution points are focused on the highest poverty-level areas that are often lacking sufficient access to nutritious food supplies. Our focus is on the weekend, when school is not in session and breakfast & lunch programs are not available.

The Help Our People Eat program is a mobile distribution of meals for children and fresh produce for families & other adults living at or near our established distribution points. The meals consist of a sandwich, piece of fruit and a healthy treat, plus either water or milk. Produce is distributed both in pre-packed bags of 5-6 different items and in bulk, where individuals can select specific items. This distribution of food is done in partnership with 30 delivery points, including churches, apartment complexes, community centers and schools. We currently have 6 designated routes that operate at established times on Saturdays and Sundays. We utilize a UPS-sized HOPE Truck and a refrigerated Cargo Van to transport the food items to our sites. Help Our People Eat connects with hundreds of volunteers (of all ages) and makes operational decisions with feedback and input from those we serve.

H.O.P.E. of Winston-Salem works at the intersection of children's health and food insecurity. We strive to improve health outcomes in children and their families by providing access to nutrient-dense food items, as well as empower individuals to lead healthier lives. We do this through three strategic initiatives, including our Help Our People Eat program, Food & Health Education and direct engagement with the local food ecosystem. Our education initiative is currently focused on Kids Cooking Classes that we host at our facility in the Boston-Thurmond neighborhood through partnerships with local chefs and culinary professionals. We also host a weekly Neighborhood Produce Market that offers fruits and vegetables at low cost and accepts SNAP/EBT benefits. This is also a market opportunity for small, urban farmers here in Winston-Salem.

Funds will be used to support the Help Our People Eat program, specifically with operations, food procurement and personnel expenses.

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

H.O.P.E. of Winston-Salem desires to eliminate barriers to access to nutritious food. The reason we deploy a mobile distribution model is to eliminate the issues of transportation faced by so many individuals and families that are struggling to make ends meet. We also focus on areas of need and do not require registration in order for children to access a healthy meal or for a family to access fruits and vegetables.

Printed By: Tanya Banner on 12/13/2022

2 of 25

Our mobile distributions are done through designated routes that operate on either Saturday or Sunday at the same times (approximately) each weekend. We make the same stops within apartment complexes and other locations so that residents know when and where the HOPE Truck or Van will be available. Our vehicles play music, similar to an ice cream truck but with vegetables, that helps notify people that we are there. Kids and adults simply come out to the HOPE Truck or Van and receive meals/produce items handed out by our volunteers and staff. Through our efforts over the past eight years in distributing food supplies and building trust amongst those we serve, word of mouth has become our biggest way of promoting our services. We also work closely with healthcare providers to spread the word on the resources we provide.

Utilizing the services is pretty straight-forward. Children will often come in small groups to the HOPE Truck or Van and pickup a lunch and a beverage (milk or water) and eat together either outside or back in their apartment/house. Adults coming to us for fruits and vegetables will receive a pre-packed bag of items or choose from a selection of items we have in bulk. We do attempt as much as possible to provide a variety of items that are familiar to most people we serve. Vegetables are often included in meal plans and fruits are usually eaten by the children in the families we serve.

The beneficial outcome is both addressing an immediate need and working towards a long-term vision of better health outcomes for children and families struggling with food insecurity. There is an unfortunately high probability that the meal from HOPE is the only nutritious food consumed over the weekend by many of the children we see on our routes. This is direct hunger relief for the children in our city. The long-term benefits of a healthier diet and higher consumption of nutrient-dense food supplies are made clear through extensive research in the healthcare sector. It is the access that H.O.P.E. of Winston-Salem provides that makes this healthier future possible.

NEED (7 POINTS)

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

Our Help Our People Eat program, which engages community-wide support to prepare and distribute nutritious meals to children and fresh produce to their families each weekend, directly addresses a need for comprehensive hunger-relief resources for children. This program provides a much-needed resource for children who may have little of nutritional value to eat when school is not in session. Over 30,000 children in Winston-Salem Forsyth County Schools are eligible for free/reduced breakfast and lunch programs, approx. 60% of whom are in elementary school. Hunger inhibits brain development, educational performance and social interaction. A healthier diet at a young age has shown great success in taste preference later in life, which in turn reduces risks of diet-related illness.

Nearly one in five children in Forsyth County lives in a household that struggles with food insecurity. Transportation is a huge obstacle for so many of these families. The Help Our People Eat program tackles these issues head on. Since our inception, we have delivered over 420,000 nutritious meals to children when school is not in session and food resources are often scarce. We have also provided over 730,000 pounds of fresh fruits and vegetables to families in Winston-Salem, many of whom do not have adequate access to a grocery store or other fresh-food outlets. This distribution of food is done in partnership with 30+ delivery points, including churches, apartment complexes, community centers and schools. Help Our People Eat connects with hundreds of volunteers (of all ages) and makes operational decisions with feedback and input from those we serve.

H.O.P.E. has carefully chosen the areas of greatest food-insecurity in many of Winston-Salem's neighborhoods as sites for distribution. The majority of our meals and produce are distributed to neighborhoods east of I-52, with the Boston-Thurmond Neighborhood and one location in the Peters Creek & Academy area being the exceptions. The majority of children we see are elementary school age (approx. 6-12 years old), many of whom come to the HOPE truck unaccompanied by a parent. There is a significant sense of isolation when out on routes. Not only are sources of food often at least a mile away, they are often of poor nutritional content or fast-food establishments.

The strong connections we create through our weekend distributions remained vital in 2022. With the cost-of-living skyrocketing throughout the year as we move to a post-pandemic world, isolated and under-resourced families are still in a very vulnerable position. We have been a trusted addition to the lives of so many when school is not in session. Weekend resources continue to be a key piece to comprehensive hunger-relief in numerous communities throughout Winston-Salem.

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?

H.O.P.E. of Winston-Salem has always and will continue to operate in a collaborative manner. The issues we are trying to address will require input and resources from numerous entities. In addition to our network of meal/produce distribution partners, H.O.P.E. engages with numerous partners in the corporate, education and healthcare sectors, as well as with key members of the food ecosystem in and around Forsyth County. From a food perspective, we partner with over 25 farms, community gardens and growers that brought in over 140,000 pounds of fresh produce in 2021. We also connect with Forsyth Tech on a fresh produce distribution that takes place on their Silas Creek campus from late Spring through early Fall. In 2022, we provided over 6,000 pounds of fresh produce for these distributions. Also, over the past two summers, we have partnered with Harmony Ridge Farms on their CSA program. This past summer, we were able to secure 100 weekly boxes of farm-fresh produce over the course of 12 weeks that were distributed to families on our weekend routes.

We also continued a long-term partnership with Wake Forest Baptist Health that started with data collection from children and families participating in our weekend meal and produce distributions. This data continues to prove informative. We have officially partnered with the Downtown Health Plaza on delivering fresh produce directly to their patients, specifically new and soon-to-be moms. This partnership also helps sustain our weekly Neighborhood Produce Market, which is a one-of-a-kind access point to nutrient-dense food items in the middle of a food desert.

Finally, we have continued a collaboration with the Wake Forest School of Medicine for 3rd year med students to participate in our Sunday afternoon meal and produce distributions. On two or three weekends each month, med students follow our Truck or Van route to help distribute and to gain exposure to high-poverty/under-resourced environments. This provides a direct link to better understanding of social determinants of health within populations we both serve.

These partnerships offer a great deal of benefits to our planning, execution and measurement of the programs we operate. Collaboration helps us get to our goals and moves us closer to our mission. We do not see any impediments or obstacles in operating the Help Our People Eat program from the collaborative efforts we deploy as an organization.

C. Strategy and Performance

Completed by scott@hopews.org on 11/14/2022 4:47 PM

Case Id: 16208

Name: Help Our People Eat - 2023/24

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):

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.

The Help Our People Eat program tracks a number of different metrics to measure our performance. The most basic data points include meals and produce distributed at each location for each weekend we operate. We aggregate this data for routes and compare/contrast numbers from different weekends of the month (usually the first weekend is slower than the last) and from previous years. This gives us a snapshot of trends at our distribution points. We also track any routes that were depleted of food supplies (either meals or produce) before completing their stops. From a produce perspective, we are tracking our ability to offer most requested vegetables (onions are the most commonly requested item) and the nutrients we are infusing into the neighborhoods that we serve.

We utilize various spreadsheets and a database to record and track data that we collect. We are excited to prepare

Printed By: Tanya Banner on 12/13/2022

5 of 25

our first annual report in 2023 that highlights all the results and impact achieved by the Help Our People Eat program.

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

H.O.P.E. of Winston-Salem is constantly assessing our effectiveness and progress towards achieving goals and moving closer to our vision. We would take a hard look at what went wrong throughout our processes, whether it be simple supply line issues, a capacity or timing issue, etc. We would also take a look at the infrastructure and support of the organization to best determine if the goals were truly realistic.

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 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
Distribute meals to children and fresh produce to families each weekend	Execute weekend distribution routes to all sites	Distributed over 46,000 meals to kids. Did not miss a weekend distribution due to operational or funding issues.	On track to surpass 48,000 meals	We are forecasting over 52,000 meals will be distributed in 2023 due to increase demand at many of our distribution points.
Execute summer meal distributions.	Add production of meals and weekday routes to summer months.	Summer meals took place weekly from July 7th to August 18th, 2021. We connected with 8 distribution points and distributed 668 meals.	Did not execute summer meal program in 2022.	At this time we do not expect to restart the summer meals programming in 2023.
Increase consumption of locally sourced fruits and vegetables.	Purchase directly from local growers and farmers.	Purchased produce consistently from Granville District Farms for our weekly Produce Market. Also supported a mobile farmers market with Granville District Farms who utilized our vehicles to do pop-up markets throughout Winston-	We added 3 new urban partners to our supplier base for our weekly Neighborhood Produce Market	We plan to increase purchasing from 4 current urban farming partners and hope to add 2 more in 2023.

		Salem		
Provide educational & empowerment resources to children and their families.	Design and execute educational classes & workshops focused on food and health.	Designed Kids Cooking Classes and tested the program through a 5 week pilot project.	Executed three sessions (26 total classes) of Kids Cooking Classes in the Spring, Summer and Fall. Over 50 unique families participated and over a dozen local chefs provided instruction over the course of the year.	We fully intend to continue this program with 4 seasonal sessions totaling 36 classes in 2023.

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	1,500	46,050
FY22-23 Current Year Projected Results	1,500	48,000
FY 23-24 Next Year Anticipated Results	1,500	53,000

C.6. FY 21-22 Program Accomplishments

Designed and executed summer meal operations providing over 600 additional meals to kids.

Executed Summer CSA Distributions in Boston-Thurmond Neighborhood (and beyond) providing over 10,000 lbs of farm-fresh produce, eggs and meats.

Executed partnership with Forsyth Tech that provided over 6,000 lbs of fresh fruits and vegetables to their Produce Market attendees.

Executed educational programming to 20+ 3rd-5th graders from Kimberley Park Elementary School via 3 workshop/discussion sessions at our facility.

Sustained operations serving over 900 meals to kids and over 2,500 lbs of fresh produce to families each weekend.

Made significant investment in equipment/infrastructure at farm partner with strong ties to the BT community.

Developed curriculum/design as well as equipment & tools for a 5-week cooking class program.

C.7. FY 22-23 Key Objectives

Key objectives for 2022-2023 include:

- Sustain new distribution program with Forsyth Tech and CSA Farm-fresh food distribution with Harmony Ridge Farms

- Increase produce supplies distributed by 10% year-on-year
- Design and execute Kids Cooking Classes at our facility
- Increase Neighborhood Market revenue by 10%
- Create full-time Program Director role for future programmatic growth
- Revamp website and marketing materials

D. Organizational Capacity

Completed by scott@hopews.org on 11/17/2022 10:28 AM

Case Id: 16208

Name: Help Our People Eat - 2023/24

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?

H.O.P.E. of Winston-Salem works at the intersection of children's health and food insecurity. We strive to improve health outcomes in children and their families by providing access to nutrient-dense food items, as well as empower individuals to lead healthier lives. We do this through three strategic initiatives that include: direct hunger relief for children and families, food & health education & empowerment and engagement with the food ecosystem in and around Forsyth County.

Our direct hunger relief efforts are embodied in the Help Our People Eat program. This program, in operation since 2015, has grown to a network of 30 distribution points with operations conducted on both Saturdays and Sundays. We are currently distributing over 1,100 meals for kids and over 2,500 pounds of fresh produce each weekend we operate. This is the core of our organization – helping get good food to kids and families on the weekends.

Our Food and Health Education Initiative provides knowledge and empowerment for kids and families to live healthier lives. We have taken our first big step in this initiative in 2022 with the introduction of Kids Cooking Classes held at our operations facility. Over the course of 2022, we have hosted 31 classes that saw nearly 50 unique families participate and over a dozen local chefs lead instruction. Classes are organized in sets of sessions that mirror the seasons and participants are provided with meal ingredients to take home for duplication of the meal made at class and are provided tools related to the preparation of the meal (for example, slow cookers were provided after a class on gumbo).

Engagement with the food ecosystem in and around Forsyth County led to the design and implementation of our weekly Neighborhood Produce Market. Through discussions with community leaders in the Boston-Thurmond neighborhood, collaborative research efforts with WFU Baptist Health and connections made with urban farmers, we host a market that offers an array of fruits and vegetables at low cost. We accept cash, card and SNAP/EBT benefits. This program is led by our Market Coordinator, who grew up in the Boston-Thurmond neighborhood. Not only does this market offer access to fresh, nutritious food in a designated food desert, it provides a market opportunity for small, urban farmers to sell into. We have connected with the Omi Garden near Kimberley Park Elementary, Earthwood Farm and Teaching Garden in East Winston and with the Memorial Industrial CDC farm at the old Horizons Park as suppliers for this market.

Our meal and produce distributions provide a vital resource for hundreds of children and families and drives all other initiatives within our organization. Our education and food system initiatives allow us to address root causes of food insecurity by going beyond the direct distribution of food supplies.

Printed By: Tanya Banner on 12/13/2022

9 of 25

FUNCTION (5 POINTS)

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

H.O.P.E. of Winston-Salem was incorporated as an IRS-designated 501C3 organization in 2014. We have operated our Help Our People Eat program since 2015.

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

As mentioned, a key part of our mission is to improve the health outcomes for children and families struggling with food insecurity. We are providing direct access to fruits and vegetables to hundreds of children and families each weekend we operate. The core of H.O.P.E. is children and children are the future of our great city. Not only are there direct, tangible benefits received by so many citizens of Winston-Salem each week, we are providing empowerment opportunities through our education and food system initiatives. Introducing nutrient-dense food items to young children significantly impacts their food preferences later in life. H.O.P.E. of Winston-Salem is working toward a healthier future for the citizens of Winston-Salem.

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
Executive Director	Organizational oversight of all programming and new initiatives. Leads organization in implementation of new programs. Provides administrative and financial oversight of programs.	40	10.00 %
Program Director	Manages and executes meal and produce distribution program (Help Our People Eat), designs and manages Kids Cooking Classes, leads design and execution of new programs.	40	30.00 %

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
Scott Best	Executive Director	\$64,000.00	10.00 %

D.6. Attach an organizational chart



Organizational Chart *Required

HOPE of Winston-Salem_Org Chart_2022.pdf

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:

H.O.P.E. of Winston-Salem is proud of the diversity amongst our board, staff and volunteers. Although hiring is quite

minimal with our small staff and budget, we seek out candidates in a variety of ways to gain the most diverse pool of candidates possible. In addition to social media/website marketing channels, we post openings at our facility in Boston-Thurmond and promote job opportunities through a network of contacts in the Boston-Thurmond neighborhood and beyond. Word-of-mouth plays a huge role here, as we have extensive relationships with church partners, neighborhood representatives, peer organizations and volunteer groups.

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	0	0	0	0	0
Professionals	0	0	0	1	0	0
Technicians	0	0	0	0	0	0
Office/Clerical	0	0	0	0	0	0
Laborers/Service Workers	0	0	0	0	0	0
Total Full-Time	1	0	0	1	0	0

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	0	0	0	0	0	0
Professionals	0	1	0	0	0	0
Technicians	0	0	0	0	0	0
Office/Clerical	0	0	0	0	0	0
Laborers/Service Workers	0	1	2	1	0	0
Total Part-Time/Temp	0	2	2	1	0	0

D.8.



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

Board Member Listing_Fiscal Year 2022-2023_City of WS.pdf

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

5

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 application is not for new funding for new programming.

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?

Our experience during the COVID-19 pandemic in 2020 is an example of the resiliency and determination of H.O.P.E. of Winston-Salem. Faced with a health emergency not seen in nearly 100 years that led to the closure of schools throughout the country, we were faced with the challenge of providing resources to kids and families that were even more vital than before the pandemic. Through partnerships with the faith, business and healthcare communities, HOPE was able to operate successfully each weekend in 2020. Not only that, we doubled our weekly production of meals by executing weekday food distributions. From mid-March through mid-August, we connected with 17 of our weekend distribution points and distributed meals and produce Wednesday through Friday in addition to our weekend activities. This led to an additional 22,000 meals provided to children in need during the COVID pandemic.

We learned a great many things indeed. Specifically, we learned that we can operate successfully with fewer volunteers and that all staff positions must have multiple backups in place so that we can operate if we lose someone unexpectedly. We also learned that our distribution model is well suited to respond to a health emergency in the future, as it is an outside activity that can be very much "grab and go" for participants. We continue to incorporate lessons learned from our experience during the worst of COVID, and are a stronger organization because of it.

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)?

Our mobile distribution model that identifies physical locations of greatest need allows H.O.P.E. of Winston-Salem to eliminate barriers to the resources we provide. We do not require children or families to complete a registration or provide specific paperwork to access meals and fresh produce. We bring the resources directly to those we serve, which eliminates transportation obstacles faced by so many low and middle-income individuals and families.

E. Cost Effectiveness

Case Id: 16208

Name: Help Our People Eat - 2023/24

Completed by scott@hopews.org on 11/16/2022 4:35 PM

Address: *No Address Assigned

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 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$413,450.00	\$423,450.00	\$435,000.00
Fundraising	\$25,000.00	\$25,000.00	\$30,000.00
Management and General	\$165,072.00	\$165,072.00	\$180,000.00
Total Expenditures by Program	\$603,522.00	\$613,522.00	\$645,000.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$118,272.00	\$128,272.00	\$140,000.00
Employee Benefits	\$0.00	\$0.00	\$0.00
Facility Rent and Utilities	\$9,650.00	\$9,650.00	\$12,000.00
Training and Conference Registration	\$0.00	\$0.00	\$0.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$0.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$27,500.00	\$27,500.00	\$27,500.00
Goods Purchased for Resale	\$17,500.00	\$17,500.00	\$17,500.00
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$430,600.00	\$430,600.00	\$448,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$603,522.00	\$613,522.00	\$645,000.00

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$0.00	\$0.00	\$60,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$6,000.00	\$3,000.00	\$6,000.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$269,600.00	\$275,000.00	\$300,000.00
Foundation Grants	\$75,000.00	\$75,000.00	\$100,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$253,000.00	\$253,000.00	\$265,000.00
Total Revenues by Category	\$603,600.00	\$606,000.00	\$731,000.00

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

Other Operating Expenditures includes all costs for meal ingredients/supplies, fresh produce, packing supplies, equipment/tools, in-kind donation expense, software, insurance, workers compensation, accounting services and vehicle maintenance & fuel.

Other Revenues include in-kind food donations. These are primarily fruit and vegetable donations received from Second Harvest Food Bank and a large network of farm & community garden partners.

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
2021	CDBG	\$32,300.00

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
Employee Salaries & Wages	\$24,000.00	\$116,000.00	Foundation grants, 2 fundraising events (Golf Classic and Be a Kid, Feed a Kid), Program Sponsorships, Individual Donations
Utilities	\$6,000.00	\$6,000.00	Faith Community Contributions, Individual Contributions
Other Operating Expenditures	\$30,000.00	\$418,000.00	In-kind donations, individual contributions, foundation & corporate grants, program sponsorships, healthcare community contributions

	\$60,000.00	\$540,000.00	
--	-------------	--------------	--

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.

Other Operating Expenditures - City resources will be used to fund direct programming costs, including meal ingredients, produce supplies and packaging. We plan to enhance the variety of our meals for kids in the new fiscal year and packaging is expected to be a much larger cost than in past years. We also expect to increase our meal production and distribution, which will increase costs compared to the current year.

Employee Wages - City resources will be used to fund a percentage of the salaries for our Executive Director and for our Program Director. These two roles are instrumental in developing new programming and enhancing current programming initiatives. The Executive Director and Program Director both lead on design & implementation of new programs, establishing collaborative partnerships and provide measurement and evaluation of new and current programming.

Utilities - City resources will be used to fund costs for electricity, water/sewer, pest management and building maintenance. These are vital for the operations of our organization.

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 biggest source of non-monetary assistance is the receipt of in-kind food donations from various farms, community gardens, wholesalers, retailers, Second Harvest Food Bank and consumers. These in-kind donations, which are on course to reach \$250,000 in market value for 2022, are absolutely vital to the success of the Help Our People Eat program. It would simply not be sustainable to purchase all the produce we distribute on an annual basis. This non-monetary assistance in the form of goods provides a huge supplement to the use of City funds.

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.

No substantial difference from our request for funds received in 2021.

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.

We deploy a multi-faceted approach to our funding mix, including foundation/corporate grants, fundraising activities, individual & family foundation contributions as well as partnerships with the private sector and faith community. We have two key goals from a fundraising perspective for 2023: re-introduce our Spring Fundraiser and establish corporate program sponsorship opportunities for our routes. We have already confirmed our venue and theme for our Spring fundraiser, to be held in late April 2023. We have also secured our first corporate program sponsor, First Bank, for the 2023 calendar year. Our education programming is currently funded for 2023 and we have commitments from WFU Baptist/Atrium for funds to support the operations of our Neighborhood Produce Market.

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.

We do not see any significant programmatic barriers to sustaining and enhancing our Help Our People Eat program.

We have recently adjusted our routes and network of distribution points to better maximize impact in our weekend operations. We have built a team of weekend drivers/coordinators to ensure routes are executed if volunteer resources fall short. We have a back-up van in case there are issues with either the HOPE Truck or Cargo van.

Two potential issues that can occur include adverse weather and active crime scenes. Weather is by far the biggest factor in the number of children and families we see on the weekends. While we cannot control the weather, we do communicate effectively with our distribution points and partners if there is a chance we cannot go on routes due to bad weather. With respect to active crime scenes, we have a strong relationship with the Winston-Salem Police Department, who will alert us with information on any dangerous situations taking place at a distribution site. In these instances, we will skip the location of active police activity to ensure the safety of our volunteers and staff.

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 significant institutional barriers to executing the Help Our People Eat program. We have built a team that can handle an unexpected absence or departure while a replacement is found. All staff positions have clear backups (and secondary backups) in case of emergencies, etc. Our survival during the COVID pandemic helped us greatly in this respect.

We also have a managed-growth approach to increasing our services or program resources. While there are always a million ideas of what to do next, we take great strides in understanding additional costs/inputs and performing proper due diligence before making long-term organizational commitments.

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:	60000
Number proposed to be served for the year:	6000
Average City funds per beneficiary:	10
Proposed funds from all sources:	466000
Number proposed to be served for the year:	6000
Average total funds per beneficiary:	77.67

F. Required Documents

Completed by scott@hopews.org on 11/17/2022 10:29 AM

Case Id: 16208

Name: Help Our People Eat - 2023/24

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required
Conflict of Interest Policy - H.O.P.E. of Winston-Salem.doc

Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required
990 Filing_HOPE of WS_FYE 063021.pdf

Organization By-Laws *Required
Bylaws_HOPE of Winston-Salem.pdf

Articles of Incorporation *Required
Articles of Incorporation_HOPE of Winston-Salem.pdf

Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required
Organizational Policy Documents_HOPE of Winston-Salem.pdf
Non-discrimination Policy_HOPE of Winston-Salem.docx

IRS 501(c)3 Designation Letter *Required
501C3 Letter_HOPE.pdf

Audited Financial statements or third-party review from 2020 and 2021 *Required
Grant Audit Report_HOPE of Winston-Salem_June 2022.pdf

Printed By: Tanya Banner on 12/13/2022

17 of 25

HOPE of WS Management Letter_June 2022.docx
Statement of Financial Position as of June 30, 2022.pdf
Statement of Activities Month Twelve Months Ended June 30, 2022.pdf
Statement of Financial Position as of June 30, 2021.pdf
Statement of Activities Twelve Months Ended June 30, 2021.pdf

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

***Required**

Current Active Status_HOPE of Winston-Salem_November 2022.pdf

Other

Distribution Sites_Hope of Winston-Salem_2022.pdf

G. Income Based Projects/Services Only

Case Id: 16208

Name: Help Our People Eat - 2023/24

Address: *No Address Assigned

Completed by scott@hopews.org on 11/17/2022 9:04 AM

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	3,000
31% to 50% of median	3,000
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

As mentioned, our distribution model is built on identifying areas of greatest need in Winston-Salem. Based on census-tract poverty statistics and locations of schools that have community eligibility for breakfast/lunch programs for their student body, the locations of distribution are clearly low-to-moderate income residents that have little or no access to fresh, nutritious food items. The vast majority of our sites are located in East Winston, stretching from Piedmont Park down to the Forest Park and Easton neighborhoods. We also visit apartment complexes in the Boston-Thurmond neighborhood and a housing development near Diggs-Latham elementary school. As the vast majority of the people we see are children, we do not require registration or income paperwork.

H. Construction/Rehab Only

Completed by scott@hopews.org on 11/17/2022 9:05 AM

Case Id: 16208

Name: Help Our People Eat - 2023/24

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.

***No files uploaded*

Participant/program data sample report

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

I. Emergency Shelter Only

Completed by scott@hopews.org on 11/17/2022 9:05 AM

Case Id: 16208

Name: Help Our People Eat - 2023/24

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 scott@hopews.org on 11/17/2022 9:05 AM

Case Id: 16208

Name: Help Our People Eat - 2023/24

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

Submit

Completed by scott@hopews.org on 11/17/2022 10:36 AM

Case Id: 16208

Name: Help Our People Eat - 2023/24

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.

Scott Best

Electronically signed by scott@hopews.org on 11/17/2022 10:36 AM

IDIS Setup

No data saved

Case Id: 16208

Name: Help Our People Eat - 2023/24

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