

A. Organization & Contact Information

Case Id: 16170
Name: Liberty East Redevelopment - 2023/24
Address: *No Address Assigned

Completed by lerinc@triad.twcbc.com on 11/8/2022 4:33 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

Liberty East Redevelopment

A.2. Project/Program

Redevelopment/Revitalization

A.3. FY 2023-24 Funding Request Amount

\$43,150.00

A.4. Agency's Total Operating Budget

\$43,150.00

A.5. Mailing Address

2531 LaDeara Crest Lane Winston-Salem, NC 27105

A.6. Project/Program Location Address

2531 LaDeara Crest Lane Winston-Salem, NC 27105

A.7. Organization Website

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

April 30, 1987

A.9. Organization Fiscal Year

July 1-June 30

A.10. Federal Tax ID Number

581809-489

A.11. Federal DUNS Number

561809-489

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Naomi Jones

A.13. Email

libertyeast@lerinc.com

A.14. Phone

(336) 761-1009

CONTACT

A.15. Name, Title

Mr. Clement Little, President

A.16. Email

libertyeast@lerinc.org

A.17. Phone

(336) 761-1009

BOARD CHAIR

A.18. Name

Mr. Isiah (Ike) Black

A.19. Term Expiration

11/30/2024

A.20. Email

libertyeast@lerinc.org

A.21. Phone

(336) 761-1009

B. Project Overview

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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?

Liberty East Redevelopment, Inc. serves as an advocate and catalyst for the successful revitalization of the of North East and East Winston-Salem with special emphasis on housing, education and youth development, and community engagement for low and moderate income individuals and families. Our goal and project is to purchase property for affordable housing, continue the afterschool program with an additional focus on an extensive tutoring and mentoring program for the K thru 5th grade students who are not reading on their grade level. This program will help put a lens on on eliminating literacy disparities for underserved communities by gathering data from the School system, as well as assessments from the students that participate in our afterschool program.

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

We will contract a mentor /tutor who will collect data from school administrators and assessments along with grade level standards for the state which will be used to determine goals and outcomes. Participants will have access to our existing afterschool program .We will continue to build upon the relationships and other resources to help us close the 3rd grade reading gap.

NEED (7 POINTS)

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

Equity in education, disparities in literacy instructions and resources are issues that need to be addressed. Data supporting this is the number of third- graders reading at grade level or above dropped to 39 % in 2022 compared with 52% in 2019 the last year that was not impacted by the pandemic. Statewide, 45% of third graders tested at or above grade level at the end of 2022. Actions that are needed to address these issues and challenges are funding opportunities like this that allow the capacity and resources to be successful to serve our community.

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?

Our relationship with the Winston Salem Forsyth County School system , and the Winston Lake YMCA will continue to have a strong influence

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and impact on our project. We had a very successful Remote Learning Center sponsored by the School system in which 20 students participated during the pandemic. The School system will continue to make referrals from the following schools in Forsyth County: Ashely Academy, Petree, Prince Ibrahim and Brunson. We will have access to the Teachers and School Administrators. The YMCA will monitor our Afterschool program and give us feedback on students progress.

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.

We will hold our organization accountable by holding regular meetings to monitor and measure the outcomes of the implemented ideas and projects that our communities are involved in. We will share this mission with our collaborative partners to ensure that equity is achieved across the board for our communities.

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

Trough our surveys and data collection we can gauge changes or needs to be met in our targeted area measuring evidence data with our partnering agencies. We will invite residents in our 13 place matters neighborhoods to be a part of the key to a successful program. Listening to their concerns, being inclusive, and providing the surveys and questionnaire. Collaborating with the residents in the design ad delivery of the program ensures that representation is

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relevant.

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
Provide and enriching environment for the youth in the Liberty East Community through After School and summer camp programs. Mentoring/Tutoring program.	Enroll 40 Participants	30 Participants	40 Participants	40 Participants
Expand Liberty East programming within the community through partnerships ³²	Host program sessions at Ladeara Crest such as Mentoring and Tutoring Program	Hosted Summer camp afterschool program, Hosted Remote Learning.Covid19 restrictions applied	Host Summer Camp ,Remote Learning Center, one session for residents development each quarter totaling 4 sessions	Host Summer Camp, After school program, Started a Mentoring/Tutoring /Literacy Program. had at least 6 sessions with residents There will be two sessions for resident development each quarter , (totaling) 8 sessions.
Serve low to moderate income family technology activities.	Host program sessions at Ladeara Crest such as Mentoring and Tutoring Program	12 hours of programing a month for 6 months	15 hours of programming a month for 6 months	20 -25 hours of programming a month for 6 months

	Total Unduplicated Number Served	Total Number Served
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FY 21-22 Previous Years Results	32	30
FY22-23 Current Year Projected Results	45	40
FR 23-24 Next Year Anticipated Results	45	40
FY 23-24 Next Year Anticipated Results	45	40

C.6. FY 21-22 Program Accomplishments

The YMCA Community outreach Afterschool And Summer Camp programs remain at capacity with a waiting list of participants that would like to participate in the future Our major accomplishment was done the pandemic school year and our collaboration with the Winston- Salem Forsyth County School System in operating a Remote Learning Center for the entire 20-21 year with 20 students and 2 Teachers assigned to Liberty East Redevelopment/LaDeara Crest location.

C.7. FY 22-23 Key Objectives

To continue to evolve programming and activities to the target demographics to meet the needs of the the community.
 To eliminate the literacy disparities for our underserved communities by Mentoring /Tutoring program in closing the the 3rd grade reading gap in our underperforming schools.

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?

Liberty East Redevelopment serves as an advocate and catalyst for the successful revitalization of the North East and East Winston-Salem with special emphasis on housing, education and youth development, and community engagement for low and moderate income individuals and families. Our collaboration includes several partners including, Churches, Experiment in Self Reliance, Winston Lake Family YMCA, Ashley, Petree, Prince Ibrahim and Brunson primary schools.

FUNCTION (5 POINTS)

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

Liberty East Redevelopment, Inc was Incorporated in 1987.

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

Liberty East targets and area that consists of 13 Neighborhoods with a population of 5,500. We are located in the heart of the areas focusing on serving all of the 13 neighborhoods in the LaDeara Crest areas. We are located in the heart of the area focusing on serving all of the 13 neighborhoods in the LaDeara Crest vicinity, which is located in the census tract 16.01. LaDeara Crest is the Central neighborhood of the region with the population of 548. The Organization targets the low-moderate income, minority population to assist in the growth and development of residents, both adults and youth. As residents develop and grow from the programs offered by Liberty East Redevelopment, the individuals will also become more self-sufficient.

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
Contractor/Instructors/Consultants/Tutors	Monitors Programs and provide updates to Board. We will include Tutors and Mentors for our 23-24 program. Targeting K-3 in reading	15	20.00 %

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
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LER has no paid permanent positions	0	\$0.00	0.00 %
		\$0.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

Organization Chart.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:

Liberty East in coming year of 22-23, we plan to hire a tutor/mentor for our K-3 learning program which will start in January. This will require a certified instructor.

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	0	0	0	0	0	0
Professionals	1	1	1	1	1	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	1	1	1	1	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	0	0	0	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 Part-Time/Temp	0	0	0	0	0	0

D.8.

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

Board Members 2021.pdf

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

6

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.

The programs current are currently established and running successfully. The funding request would allow the various programing to remain in place for growth. Further community partnerships allow for program growth in participation and subject matter.

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?

The target demographic for programing are 13 neighborhoods and surrounding the LaDeara Crest community. Initially, outreach began in LaDeara Crest and has expanded to the surrounding neighborhoods.

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)?

The target demographic for programing are 13 neighborhoods and surrounding the LaDeara Crest community. Initially, outreach began in LaDeara Crest and has expanded to the surrounding neighborhoods.

E. Cost Effectiveness

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E. Cost Effectiveness

Please provide the following information.

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$29,000.00	\$29,000.00	\$32,000.00
Fundraising	\$0.00	\$0.00	\$0.00
Management and General	\$14,150.00	\$14,150.00	\$14,150.00
Total Expenditures by Program	\$43,150.00	\$43,150.00	\$46,150.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$23,000.00	\$23,000.00	\$23,000.00
Employee Benefits	\$3,000.00	\$3,000.00	\$6,000.00
Facility Rent and Utilities	\$3,700.00	\$3,700.00	\$3,700.00
Training and Conference Registration	\$400.00	\$400.00	\$400.00
Membership and Dues	\$2,000.00	\$2,000.00	\$2,000.00
Travel and Transportation	\$0.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$5,500.00	\$5,500.00	\$5,500.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$1,500.00	\$1,500.00	\$1,500.00
Other Contracted Services	\$1,500.00	\$1,500.00	\$1,500.00
Other Operating Expenditures	\$2,550.00	\$2,550.00	\$2,550.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$43,150.00	\$43,150.00	\$46,150.00

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$43,150.00	\$43,150.00	\$46,150.00
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	\$0.00	\$0.00	\$0.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$0.00	\$0.00	\$0.00
Foundation Grants	\$0.00	\$0.00	\$0.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
Total Revenues by Category	\$43,150.00	\$43,150.00	\$46,150.00

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

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	Housing Finance Assistance	\$31,150.00
2019	Housing Finance Assistance	\$31,150.00
2018	Housing Finance Assistance	\$31,150.00
2017	Housing Finance Assistance	\$31,150.00
2016	Housing Finance Assistance	\$31,150.00

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
2023	\$43,150.00	\$0.00	0.00
2024	\$46,150.00	\$0.00	0.00
	\$89,300.00	\$0.00	

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.

Any adjustments would be made in the other operating expenditures' line item related to program supplies, etc. The organization will continue to encourage participation and support from parents for the various youth programs. Liberty East Redevelopment (LER) will also continue to pursue community partnerships.

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.

Liberty East Redevelopment (LER) is currently researching other small, local grants that could benefit the programs and services by the organization.

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.

The programs are well established in the community, which is illustrated by the wait list that has been established for future participants. It is important to note that programming is contingent on available funding.

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 plan to hold Community events year round in the LaDeara Crest Community and involve some of the Churches in our surrounding areas, including the Bowen Park area, working with Ashley School, implementing new ideas for the children K-12 and adults who reside in this area

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.

Liberty East will continue with Community projects in the 13 Place Matters areas, keeping the surrounding communities involved in any or all upcoming events.

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

Liberty East has no immediate institutional barriers, however through collaborating, partnering and networking with respected community related organizations. we plan to address any potential barriers and addressing them and any other challenges that we should encounter.

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:	46,150.00
Number proposed to be served for the year:	200
Average City funds per beneficiary:	425.00
Proposed funds from all sources:	46,150.00
Number proposed to be served for the year:	200
Average total funds per beneficiary:	425.00

F. Required Documents

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F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Liberty East Code of Conduct.pdf

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

Liberty East 990-EZ 2020.pdf

Organization By-Laws *Required

Liberty East By-Laws.pdf

Articles of Incorporation *Required

Articles of Incorporation.pdf

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

Policy and Procedures.pdf

IRS 501(c)3 Designation Letter *Required

501C3 Dept. of Treasury.pdf

Audited Financial statements or third-party review from 2020 and 2021 *Required

Audit from City Report.pdf

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

***Required**

W-9 for Liberty East.pdf

Solicitation License Certificate.2022 -1-25-22.pdf

8879-EO Exempt Organization.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

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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

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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.

***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

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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

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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

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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.

Isiah Black

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IDIS Setup

No data saved

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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