

## A. Organization & Contact Information

**Case Id:** 16176  
**Name:** IFB Solutions (formerly Winston-Salem)  
**Address:** \*No Address Assigned

Completed by trussell@ifbsolutions.org on 11/15/2022 11:06 AM

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### A. Organization & Contact Information

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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

IFB Solutions (trade name of Winston-Salem Industries for the Blind)

#### A.2. Project/Program

Job creation for people who are blind or visually impaired

#### A.3. FY 2023-24 Funding Request Amount

\$50,000.00

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

\$145,935,470.00

#### A.5. Mailing Address

7730 North Point Drive Winston-Salem, NC 27106

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

7730 North Point Drive Winston-Salem, NC 27106

#### A.7. Organization Website

www.ifbsolutions.org

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

1936

#### A.9. Organization Fiscal Year

FY2023

#### A.10. Federal Tax ID Number

56-6001467

#### A.11. Federal DUNS Number

043714906

#### EXECUTIVE DIRECTOR/MANAGER

##### A.12. Name, Title

Dan Kelly, President and CEO

##### A.13. Email

dkelly@ifbsolutions.org

##### A.14. Phone

(336) 245-5606

#### CONTACT

##### A.15. Name, Title

Tatiana Russell, Grants and Development Coordinator

##### A.16. Email

trussell@ifbsolutions.org

##### A.17. Phone

(336) 354-9742

#### BOARD CHAIR

##### A.18. Name

Erik Cobham

##### A.19. Term Expiration

09/30/2023

##### A.20. Email

erik.cobham@avon-protection.com

##### A.21. Phone

(336) 245-5701

## B. Project Overview

Completed by [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/17/2022 3:21 PM

**Case Id:** 16176

**Name:** IFB Solutions (formerly Winston-Salem)

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## B. Project Overview

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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?**

IFB Solutions is requesting funds from the City of Winston-Salem to acquire new state-of-the-art pad digital printing equipment for the IFB Solutions textile manufacturing department, Advanced Combat Helmet Pads (ACHP) which already provides meaningful and challenging jobs for six individuals who are blind and sighted. With the help of this new purchase, IFB Solutions will be able to create another two and potentially three jobs for people with visual impairment in our community.

The bulk of individuals who are blind is low and moderate-income. By helping them gain meaningful employment opportunities, providing training, and upward mobility, we help them transition from low-income to low-to-moderate and moderate-income brackets. By providing access to a wide range of services offered at IFB Solutions, we support the development of their independence and economic self-sufficiency.

We humbly request \$50,000 for partial coverage of equipment through the CDBG opportunity. After reviewing different options, IFB's engineers chose a DTG printer from Direct Color Systems company. The cost of the DTG printer is \$95,000.

Currently, IFB Solutions has a small screen printing equipment with low capacity and a lot of maintenance work, which requires a sighted person. Digital printing is a much newer process that involves the artwork being processed by a computer and then printed directly onto the surface of the product. Digital printing is not a heat transfer or applique, as the ink directly adheres to the fabric of the pads.

With the increased demand and new technologies, IFB Solutions requires new digital printing equipment, which will also allow us to offer two additional jobs for people with low vision. The new digital printing equipment will increase IFB's production capacity and allow us to be more competitive. The new printer will be used for four different products, which IFB Solutions manufactures already. The funds from the City of Winston-Salem will be used to get a more up-to-date digital pad printer, allowing IFB Solutions to meet customer demand, and also build our skill set of blind and visually impaired employees by getting them the opportunity to work with more technologies.

The project objectives are the following:

- purchase new digital printing equipment;
- create additional two, potentially three jobs for individuals with low vision in the Advanced Combat Helmet department;
- manufacture high-quality printed helmet pads for the U.S.Army.

It is extremely important for IFB Solutions to invest in its textile manufacturing business now to be able to continue employing people who are blind or visually impaired in this community and beyond.

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

People with visual impairments regularly contact IFB Solutions inquiring about employment opportunities. They hear about programs, jobs, and benefits we provide from various sources, such as word of mouth (internally known as the "blind vine,") the Division of Services for the Blind, other groups for people with disabilities, resource centers, or job fairs. Over 30% of our current workforce who are blind have never had a job before.

IFB Solutions has a waiting list of those seeking employment and if additional workplaces are not created, individuals who could be hired might lose their only opportunity for meaningful employment.

Some individuals who are blind or visually impaired seeking employment with us are not native to Winston-Salem and the Triad area. We help them with relocation expenses and the necessary information and resources to move to Winston-Salem with their families smoothly. When hired, many are now provided with transportation to and from their workplace. Many of our direct labor employees who are blind or visually impaired reside in the 27106-zip code and surrounding area, including apartments in the vicinity of our plant location, which makes it convenient for them to reach us.

Once connected to us, they have access to all opportunities IFB offers, such as support groups, clubs and social activities, scholarships, transportation, health clinic, and cafeteria, all subsidized by IFB.

Once new hires start participating in our job training programs, they earn the dignity of a job and can start contributing to their neighborhoods and communities as taxpayers, consumers, and as supporters of their families, while also achieving opportunities for professional development and upward mobility.

Job benefits are also extensive: from flexible spending plans to cash advances available, from medical, vision, and dental plans, to financial support.

### **NEED (7 POINTS)**

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

During the continued spread of COVID-19, IFB Solutions is asking for your help. We have witnessed the financial impact this crisis has already had on our programs and services for individuals who are blind or visually impaired in this community with access to low-vision services limited and much-needed face-to-face interaction restricted. After the pandemic, barriers to employment for this disadvantaged workforce will be higher than ever.

With the help of the new project, at least 2-3 people will become employed or become candidates for an upward mobility opportunity. We are very excited to digitalize our manufacturing processes and create new employment opportunities for people who are visually impaired.

The need that we have at this point is to meet customers' demands as their volume of requests is growing and their request to us to increase our pad capacity is growing as well. The purchase of the new digital printing equipment will also allow us to improve the quality and consistency of the production. IFB Solutions wants to make sure we stay competitive as an agency and that our customers are satisfied.

The City of Winston Salem in support of IFB Solutions' petition for writ of certiorari in the United States of America; PDS consultants, Inc. wrote an AMICUS brief that stated "IFB is a shining example of a nonprofit committed to addressing the nation's woeful unemployment rate for blind and visually impaired citizens. Through meaningful work, IFB encourages blind and visually impaired employees to develop personal independence. For more than eighty years, IFB has provided fulfilling jobs for the City's blind and visually impaired residents. These jobs provide competitive pay and benefits, upward mobility, and access to an on-site health facility."

Similarly, one of the largest advocacy organizations for people who are blind in the United States, the American Council for the Blind (ACB) cites the following: “Blind and visually impaired persons must overcome significant hurdles to find and retain steady employment. They encounter, among other obstacles, negative employer attitudes, transportation and mobility barriers, and inadequate accommodations. For these reasons, the percentage of blind and visually impaired persons in the workforce is barely half that of the general population and the unemployment rate is more than twice as high.”

This project will create employment opportunities for the Triad’s citizens facing vision loss. Approximately 30% of our employees who are blind had never had a job before coming to work at IFB Solutions. Because of limited job opportunities nationally, 54% of the 98 people who are blind hired by IFB in 2019 relocated to Winston-Salem to have an opportunity for employment.

## **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?**

IFB Solutions participates in the most collaborative public-private partnership ever conceived by the U.S. Congress. The AbilityOne program offers individuals who are blind or severely disabled an opportunity to work through the manufacturing and sales of goods and provision of services to the Federal government. The Federal government buys goods and services required for mission-critical objectives from not-for-profit agencies that have a mission of creating job opportunities for Americans who are blind or disabled. Through this public-private partnership, the Federal government generates over 45,000 jobs for people with disabilities, while receiving over \$2 billion of goods and services needed to operate government programs. No “handouts,” just a “hand up” to better jobs and careers for people who are blind.

The U.S. AbilityOne Commission is a federal agency that provides AbilityOne program oversight. We collaborate with the National Industries for the Blind, the umbrella not-for-profit agency, which allocates AbilityOne contract work, provides leadership training for people who are blind, and recommends manufacturing and engineering improvements to improve accessibility.

We thrive on our local transportation partnerships with the City of Winston-Salem, thus ensuring we have an accessible bus route right outside of our building so that people who are blind can get to work. We also partner closely with local small businesses and have recently started developing relationships with independent eye care professionals.

Our multiple services to the local community are possible thanks to multiple partners, such as Forsyth County Schools, Division of Services for the Blind, Wake Forest University, Winston-Salem State University, and even multiple arts organizations and initiatives, and local theaters to name just a few.

IFB Solutions partners with the National Industries for the Blind (NIB) Productivity Engineering (PE) program to help enhance the productivity of employees who are either blind or blind with other disabilities and in general to assist the NIB-associated agencies to sustain and improve employment and wages.



## C. Strategy and Performance

Completed by [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/17/2022 3:28 PM

Case Id: 16176

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### C. Strategy and Performance

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Please provide the following information.

#### STRATEGY (5 POINTS)

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

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

Economic Vitality and Diversity

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

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

#### PERFORMANCE (15 POINTS)

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

Our focus is job creation. We monitor hiring through our comprehensive software Paycom. Paycom allows us to track all hiring and retention statistics for any period of time by blind or sighted, by location, and by the department. We will leverage this system to collect the data required to report on job retention and creation as we start up and sustain these projects.

IFB manufacturing facility is ISO 9001:2008 registered. It meets the manufacturing industry's international standards for quality assurance and meets or exceeds rigorous ISO quality standards for the manufacturing and retail of textile products. Our customers are assured about the quality, safety, and reliability of our products.

There are two key reports that help the department capture its quality performance: The Visual and Dimensional Inspection (VDI) report and the Correction Request (CR) report. Our operators have to fill out the VDI report every hour seven times per workday, and the internal inspector signs the report every day. If there are any defects in the finished product, a CR report filled out.

We also track and manage productivity (efficiency) throughout the day. Operators track and report units produced per hour against the standard. We have manufacturing efficiency reports, which are generated through an IT program that measures actual labor cost per unit produced against the standard labor cost per unit. This report is produced daily and can be utilized to examine any time period selected (daily, weekly, monthly.)

IFB Solutions has a production tracking report along with training matrices to make sure that we are able to see the progress and productivity of all employees. That way when the new printer is put in place will be able to track how much our volume has increased, as well as the skill set of the people that we have placed on the new equipment.

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

Keeping our operations competitive in the national and even global arena is important so we can continue providing the jobs of choice for our constituency. If the stated project goal provided is not achieved, we would have to look for other grant opportunities to cover expenses related to purchasing a digital printing helmet pad equipment, which will significantly postpone the improvement of our manufacturing processes and the employment of people who are blind.

**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
Demonstrate readiness to start the projects within 90 days.	Purchase digital printing equipment required for the ACHP department.	It is a new project.	To increase our production capacity by 30%	2-3 created jobs for people with visual impairment
Successfully trained at least 2 individuals.	Match human assets with textile manufacturing tasks: - conduct potential labor assessments; - identify the list of accommodations based on the hired blind workforce.	N/A	Successful recruitment and selection of blind and sighted labor.	2-3 meaningful jobs have been created.

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	0	0
FY22-23 Current Year Projected Results	0	0
FY 23-24 Next Year Anticipated Results	3	3

**C.6. FY 21-22 Program Accomplishments**

We strive to ensure that at least 75% of our direct labor workforce is made up of individuals who are blind or visually impaired. Our teams produce a wide variety of products for government and commercial markets in our manufacturing facilities in Winston-Salem and Asheville, NC, Little Rock, AR, and Cabo Rojo, PR. With employees at retail Base Supply Centers throughout the US, IFB Solutions has over 20 locations with headquarters in Winston-Salem.

Our Community Low Vision Centers (CLVC) in Winston-Salem and Asheville, NC, and Little Rock, AR reach thousands of individuals with low vision or blindness of all ages and change their lives by providing assistive technologies necessary to maximize their remaining vision. People with low vision visit our centers or the mobile low vision clinic to receive exams from physicians specializing in low vision.

Our Focus on Literacy (FOL) program meets the needs of school-age children for whom assistive technology was only available in the classroom— now these students with visual disabilities study independently with the assistive technologies we provide for at-home use.

IFB Solutions Programs provide independent living skills training for children or adults with vision loss. We provide computer and internet literacy training (on-site and remotely) and support recreational clubs and gatherings, arts and crafts classes, and sports offerings to our employees and the wider community. Student Enrichment Experience (S.E.E.) after-school programs and summer camps for children with visual impairments in Winston-Salem and other IFB locations bridge a gap in services in the local community. S.E.E. programming changes lives and improves independence and self-confidence for children with vision loss across North Carolina. If not for our programs, these students’ access to any enrichment activities would be limited.

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

IFB Solutions has the following objectives for FY 22-23:

- sustain \$150,000,000 annual revenues;
- 15% of business revenue generated through commercial sales;
- keep 70% blind to sighted ratio;
- keep 770,000 hours worked annually by people who are blind;
- raise \$1.75 M in charitable contributions;
- improve onboarding and retention practices through restating job expectations and hiring standards.



## D. Organizational Capacity

Completed by [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/17/2022 3:29 PM

Case Id: 16176

Name: IFB Solutions (formerly Winston-Salem

Address: \*No Address Assigned

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### D. Organizational Capacity

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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?**

IFB Solutions® (trade name of Winston-Salem Industries for the Blind, Inc.) is a 501(c)3 nonprofit organization, which exists to create employment, training, and services for individuals who are blind or visually impaired.

Our mission is "to provide opportunities for persons who are blind or visually impaired in need of training, employment, and services. We believe that all persons who are blind or visually impaired have the right to succeed in every area of life."

Our vision statement is "to be America's leader in building life-changing opportunities for people who are blind."

Our mission and vision influence every decision made at IFB Solutions - from building customized, state-of-the-art work environments and training programs to design employee compensation and benefits programs that ensure people who are blind are able to maintain personal independence and jobs of choice.

Today, IFB Solutions is the largest employer of people who are blind or visually impaired in the country with over 400 employees with visual disabilities and almost 800 employees across all locations.

We offer not only employment and training opportunities for individuals who are blind, but also a wide range of services to local communities where we operate.

#### FUNCTION (5 POINTS)

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

86

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

There are hundreds of individuals who are blind and a few thousand of those who are visually impaired in the greater Winston-Salem area. IFB Solutions has become a one-stop location for individuals with all levels of sight. We offer a range of vision services from an optical dispensary of affordable and stylish eyewear for individuals with regular sight to employment opportunities, orientation, and mobility training, basic life skills training, recreation, and socialization opportunities for those who have low vision or are completely blind.

We also organize a variety of community-oriented events and programs that are aimed at raising awareness about issues related to blindness or low vision. Examples of such events are Sensitivity to Blindness training for the sighted or the audio description of live performances for theatres whose patrons are visually impaired.

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Our employees who are blind supply the local community with mattresses, eyeglasses, low vision tools, and aids, and a variety of other products. Employment at IFB offers the dignity of a job, competitive wages above the minimum wage levels, and opportunities for personal and professional growth.

**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
Process Engineer	Determine production flow and equipment layout	10	0.00 %
Product Development	Determine product specifications and define process methods	10	0.00 %
Plant Manager	Manage the overall progress of the plan	12	0.00 %
Production Supervisor	Manage the overall progress of the plan	40	0.00 %
Cell Leader	Provide training during the training period and support to the supervisor	15	0.00 %
Quality Control Inspector	Check that customer requirements are met (product specifications)	20	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
David Horton	President and CEO	\$682,929.00	0.00 %
Daniel Kelly	Executive Vice President of Strategy and Programs	\$325,525.00	0.00 %
Silas Martin	Chief Operating Officer	\$255,393.00	0.00 %
Ken Edwards	Chief Revenue Officer	\$222,789.00	0.00 %
David Hampton	Vice President of Human Resources	\$229,302.00	0.00 %
Vasudha Rangapathy	Vice President of Information Technology and Ecommerce	\$158,661.00	0.00 %

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

**Organizational Chart \*Required**

IFB Org Chart (9-14-22).xlsx

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:**

All applicants are encouraged to apply online, by mail, or in person by filling out a job application describing their

work history. An HR representative meets with a potential candidate to answer general questions, and a potential supervisor interviews the person. A drug test and criminal control procedures are conducted if the prospect is a likely hire. IFB Solutions does not discriminate based on any demographic principles.

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	30	12	5	30	14	3
Professionals	9	6	4	5	0	7
Technicians	94	100	20	80	62	99
Office/Clerical	19	15	6	30	16	10
Laborers/Service Workers	2	3	3	1	8	10
Total Full-Time	154	136	38	146	100	129

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	5		1	10	1	1
Technicians	8	8	1	7	10	1
Office/Clerical		2				1
Laborers/Service Workers						
Total Part-Time/Temp	13	10	2	17	11	3

**D.8.**



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

Board of Directors FY 2023 WS.pdf

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

20

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

4

**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.**

Below is the project timeline starting from the date the contracts have been awarded.

Day 1 - 90: Order and receive equipment.

Day 90-120: Training/Retraining.

Day 120 - 150: Factory acceptance test (FAT) submission and approval.

Day 150: Full-scale production.

**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?**

Due to recent production downturns, 50 current IFB employees were at immediate risk of losing their jobs. IFB's Mattress Department has experienced a 42% decrease in year-over-year revenue, or \$2.5M, and our military and textiles division was by a 16.3% drop in year-over-year revenue, which is \$7.8M.

The IFB executive team has worked hard to develop new creative ways to re-engineer our business portfolio and create new employment opportunities for visually impaired people. As a result, on March 9, 2021, with the unanimous approval of the IFB Solutions Board of Directors, IFB Solutions acquired 100% of the assets of Pinnacle Mercantile, LLC.

**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)?**

IFB's internal policies and procedures follow all mandated guidelines of department of Labor for ensuring equal access to benefits of the employment opportunities created for our employees. All individuals who are legally blind and are seeking employment.

## E. Cost Effectiveness

Case Id: 16176

Name: IFB Solutions (formerly Winston-Salem)

Address: \*No Address Assigned

Completed by trussell@ifbsolutions.org on 11/17/2022 5:33 PM

### E. Cost Effectiveness

Please provide the following information.

#### BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$17,723,953.00	\$15,045,222.00	\$14,820,054.00
Fundraising	\$100,000.00	\$713,488.00	\$0.00
Management and General	\$182,680,574.00	\$183,132,988.00	\$137,478,651.00
<b>Total Expenditures by Program</b>	<b>\$200,504,527.00</b>	<b>\$198,891,698.00</b>	<b>\$152,298,705.00</b>

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$33,218,249.00	\$28,704,388.00	\$28,867,124.00
Employee Benefits	\$12,930,525.00	\$10,741,586.00	\$11,732,315.00
Facility Rent and Utilities	\$1,487,058.00	\$1,444,170.00	\$1,514,567.00
Training and Conference Registration	\$0.00	\$0.00	\$0.00
Membership and Dues	\$5,033,694.00	\$5,334,260.00	\$4,195,546.00
Travel and Transportation	\$1,126,892.00	\$736,489.00	\$774,929.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$146,708,109.00	\$151,930,805.00	\$98,820,989.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$200,504,527.00</b>	<b>\$198,891,698.00</b>	<b>\$145,905,470.00</b>

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$50,000.00	\$50,000.00	\$50,000.00
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	\$199,337,454.00	\$197,771,178.00	\$144,155,470.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$1,083,673.00	\$1,100,520.00	\$1,700,000.00
Foundation Grants	\$55,600.00	\$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
<b>Total Revenues by Category</b>	<b>\$200,526,727.00</b>	<b>\$198,921,698.00</b>	<b>\$145,905,470.00</b>

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

Other operating expenses includes cost of goods manufactured, banking fees, depreciation, office supplies, shipping costs and other. As for program revenue sources, most of our sales are to the government.

**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
2022	Transportation Grants	\$21,275.00
2020	CDBG	\$27,800.00
2019	CDBG	\$5,000.00
2017	CDBG	\$50,000.00
2015	CDBG	\$75,000.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Equipment	\$50,000.00	\$45,000.00	IFB Solutions Operational Revenue
	\$50,000.00	\$45,000.00	

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

The resources from the City of Winston-Salem will be spent on purchasing state-of-the-art digital pad printing equipment. The rest of the expenses associated with this project will be covered by IFB Solutions' operational revenue.

The cost of purchasing a digital printer is approximately \$95,000, plus there will be miscellaneous expenses related to the installation, and additional aids, which would need to be added to the printer. A detailed description of the equipment is attached. IFB Solutions' sister agency switched to digital printing from screen printing and highly recommends other "blind agencies" to do it.

The City funds will be invested in the new digital printing equipment and thus directly responsible for creating 2-3 jobs for individuals who are blind or visually impaired.

**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.**

IFB Solutions does not have other stakeholders or agencies, which are providing non-monetary assistance with a particular aspect of this particular programming.

**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.**

IFB Solutions applied and received CDBG assistance for our staples machinery, optical expansion, and mattress business lines in the past. We were able to improve processes for employees working on those projects and create and maintain employment by meeting contractual obligations.

This year, we have a similar request to the City of Winston-Salem, we are asking for support in our manufacturing production, which needs new equipment. As a result, it will create 2-3 jobs for individuals who are blind or visually impaired.

### **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.**

Once implemented, this will become a self-sustaining project through the sale of goods to the U.S. Department of Defense. IFB Solutions has always said that for us "sales equals employment." We leverage the purchasing power of the U.S. Government to create jobs for Americans who are blind. We are a qualified not-for-profit entity that produces products and services through the 81-year-old AbilityOne Program that was created in 1938 by the U.S. Congress. Products and services are added to the AbilityOne Program through a regulatory and statutory process. Once products are in the AbilityOne program for DoD customers, the U.S. government is required to continue purchasing those items on contracts from the authorized source of supply. As long as IFB Solutions is able to produce within the government's requirements on time, at a first quality, and at a fair market price, we can be assured of maintaining a contract that creates long-term sustainable employment for people who are blind. For more information about the AbilityOne Program please visit [www.abilityone.gov](http://www.abilityone.gov).

### **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 potential programmatic barriers to project implementation.

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

Our Technical Services and engineering team will work closely to ensure project success. Our business development team will work closely with our regulatory agency to ensure we capture the project and complete all necessary administrative filings on time. Our operations management team will make sure we set up production timely, train individuals for the jobs, and deliver products on time to the customer.

### **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:	50,000
Number proposed to be served for the year:	9
Average City funds per beneficiary:	5,555
Proposed funds from all sources:	95,000
Number proposed to be served for the year:	9
Average total funds per beneficiary:	10,555



## F. Required Documents

Completed by trussell@ifbsolutions.org on 11/17/2022 5:35 PM

Case Id: 16176

Name: IFB Solutions (formerly Winston-Salem

Address: \*No Address Assigned

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### F. Required Documents

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Please provide the following information.

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#### Documentation

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

44506\_9260\_HR-015 Code of Business Ethics (1).doc

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

2020 WSIFB Form 990 Final Return.pdf

**Organization By-Laws \*Required**

44507\_9251\_By-Laws (1).pdf

**Articles of Incorporation \*Required**

44508\_9248\_Articles of Incorporation (1).pdf

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

44509\_9258\_Accounting procedures (2).zip

44510\_9260\_HR-015 Code of Business Ethics (1).doc

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

501c3formWSIFB\_small.pdf

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

WS Ind. for the Blind Issued FS 9.30.21.pdf

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

**\*Required**

Solicitation License 2022-2023.pdf

**Other**

DCS\_UV-53DTS\_Nov2022.pdf

## G. Income Based Projects/Services Only

Case Id: 16176

Name: IFB Solutions (formerly Winston-Salem)

Address: \*No Address Assigned

Completed by trussell@ifbsolutions.org on 11/17/2022 5:34 PM

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### G. Income Based Projects/Services Only

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\*\* 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	9
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**

Procedures for screening, eligibility determination, intake, assessment and orientation of participants are described in our Sourcing and Onboarding HR tools. All individuals who are legally blind are considered potential applicants.

IFB Solutions uses Paycom applicant tracking services primarily. As supplemental requisition fulfillment aids, Indeed and LinkedIn are used most frequently. We also utilize social media (i.e. Facebook and Twitter) and other job boards on occasion. All of the tools listed are associated with varying expenses.

## H. Construction/Rehab Only

Completed by [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/15/2022 11:58 AM

Case Id: 16176

Name: IFB Solutions (formerly Winston-Salem)

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* 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.**

N/A

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

N/A

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

N/A

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

N/A

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

N/A

**H.6. Describe the property management plan.**

N/A

**H.7. List the development team members.**

N/A

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

N/A

**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

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**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 [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/15/2022 11:58 AM

**Case Id:** 16176

**Name:** IFB Solutions (formerly Winston-Salem)

**Address:** \*No Address Assigned

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## I. Emergency Shelter Only

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\*\* 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 [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/15/2022 11:58 AM

Case Id: 16176

Name: IFB Solutions (formerly Winston-Salem)

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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\*\* 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 [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/17/2022 5:35 PM

**Case Id:** 16176

**Name:** IFB Solutions (formerly Winston-Salem)

**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.

Tatiana Russell

Electronically signed by [trussell@ifbsolutions.org](mailto:trussell@ifbsolutions.org) on 11/17/2022 5:35 PM



# IDIS Setup

No data saved

**Case Id:** 16176

**Name:** IFB Solutions (formerly Winston-Salem)

**Address:** \*No Address Assigned

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## IDIS Setup

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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**