

**FORSYTH COUNTY
BOARD OF COMMISSIONERS**

MEETING DATE: January 16, 2020 AGENDA ITEM NUMBER: 4

**SUBJECT: RESOLUTION ACKNOWLEDGING RECEIPT AND REVIEW OF THE 2020- 2021
COMMUNITY SERVICES BLOCK GRANT APPLICATION FOR FUNDING A
COMMUNITY ANTI-POVERTY PLAN SUBMITTED BY EXPERIMENT IN SELF-
RELIANCE, INC.**

COUNTY MANAGER'S RECOMMENDATION OR COMMENTS:

SUMMARY OF INFORMATION:

ATTACHMENTS: YES NO

SIGNATURE: _____ COUNTY MANAGER DATE: _____

**RESOLUTION ACKNOWLEDGING RECEIPT AND REVIEW OF
THE 2020-2021 COMMUNITY SERVICES BLOCK GRANT APPLICATION
FOR FUNDING A COMMUNITY ANTI-POVERTY PLAN SUBMITTED BY
EXPERIMENT IN SELF-RELIANCE, INC.**

WHEREAS Experiment In Self-Reliance, Inc., has submitted to the Forsyth County Board of Commissioners a 2020-2021 Community Services Block Grant Application in the amount of \$777,878, for Funding a Community Anti-Poverty Plan for review and comment prior to submission of the application to the North Carolina Department of Health and Human Services, Division of Social Services, Economic and Family Services Section, Office of Economic Opportunity;

NOW, THEREFORE, BE IT RESOLVED, that the Forsyth County Board of Commissioners hereby acknowledges receipt of the 2020-2021 Community Services Block Grant Application for Funding a Community Anti-Poverty Plan.

BE IT FURTHER RESOLVED, that the Forsyth County Board of Commissioners has reviewed and discussed the 2020-2021 Community Services Block Grant Application for Funding a Community Anti-Poverty Plan and supports the funding request in order to achieve the long-range goal of moving 180 families in Forsyth County above Poverty Income Guidelines by June 30, 2021, through long-term Success Coaching and direct services to empower economic self-reliance; and

BE IT FURTHER RESOLVED, that the Forsyth County Clerk to the Board is hereby authorized to complete and return the attached Community Services Block Grant (CSBG) Documentation of Submission to County Commissioners form, subject to a pre-audit certificate thereon by the County Chief Financial Officer, if applicable, and approval as to form and legality by the Forsyth County Attorney.

Adopted this 16th day of January 2020.

**Community Services Block Grant [CSBG]
Documentation of Submission to County Commissioners**

Background: The North Carolina Administrative Code [10A NCAC 97C.0111 (b)(1)(A)] requires that each CSBG grant recipient submit its Community Anti-Poverty Plan [grant application] to each County Commissioner Board that it serves.

Instructions: This form is to be completed and notarized by the Clerk to the Board.

Agency Name: Experiment In Self-Reliance, Inc.
County: Forsyth

Date of Application Submission: December 12, 2019

[Note: This application should be submitted to the County Commissioners at least thirty [30] days prior to application submission to the Office of Economic Opportunity [OEO]. The grant application is due to OEO February 14, 2020.

Clerk to the Board should initial all items below.

- The agency submitted a complete grant application for Commissioner review.
- The Clerk to the Board will be responsible for assuring that the application is distributed to the Commissioners.
- Commissioners' comments provided those to the agency. (If applicable)

Jalijah M. Sloop
Clerk to the Board

12-19-19
Date

Sandra S. Murphy
Notary Sandra S. Murphy

12/19/19
Date



North Carolina Department of Health and Human Services



Community Services Block Grant Program

Fiscal Year 2020-21 Application for Funding
 Project Period July 1, 2020 – June 30, 2021
 Application Due Date: February 14, 2020

Agency Information			
Agency:	Experiment In Self Reliance, Inc.		
Agency:			
Federal I.D.	56-6060100		
DUNS Number:	060296142		
Administrative Office Address:	3480 Dominion St., Winston-Salem, NC 27105		
Mailing Address (include the 4-digit zip code extension):	PO Box 135, Winston-Salem, NC 27102-0135		
Telephone Number:	336 722 9400		
Fax Number:	336 748 8312		
Proposed Funding:	CSBG: \$777,878	Additional Resources: \$ 1,400,959	Agency Total Budget: \$ 2,178,837
Application Period:	Beginning: July 1, 2020	Ending: June 30, 2021	
Board Chairperson:	Rebecca Bender		
Board Chairperson's Address: (where communications should be sent)	PO Box 135 Winston-Salem, NC 27102-0135		
Board Chairperson's Term of Office (enter beginning and end dates):	July 1, 2019 – June 30, 2020		
Executive Director:	Twana Wellman-Roebuck		
Executive Director Email Address:	twana.roebuck@eistr.org		
Agency Fiscal Officer:	Debra Perkins		
Fiscal Officer Email Address:	debra.perkins@eistr.org		
CSBG Program Director:	Fred Bazemore		
CSBG Program Director Email Address:	fred.bazemore@eistr.org		
Counties Served with CSBG funds:	Forsyth		
Agency Operational Fiscal Year:	July 1 – June 30		

North Carolina Department of Health and Human Services
 Office of Economic Opportunity –
 2420 Mail Service Center / Raleigh, North Carolina 27699-2420

Checklist to Submit a Complete Community Services Block Grant (CSBG) Application

Please put a check mark in the appropriate box to show that you have included the completed document with your application. All documents are required with the exception of those that say "if applicable."

Item	Included (✓)
Signed Application Certification (blue ink only)	✓
Signed Board Membership Roster (blue ink only)	✓
Board of Directors Officers and Committees	✓
Board of Directors Community Needs Assurance	✓
Planning Process Narrative	✓
Form 210 – Agency Strategy for Eliminating Poverty	✓
Form 212 – One-Year Work Program	✓
Monitoring, Assessment and Evaluation Plan	✓
Form 212A – CSBG Administrative Support Worksheet (if applicable)	✓
Form 6844S – Agency Budget Information	✓ Separate file
Form 6844N-Budget Narrative	✓
<u>Appendices (to be attached by the Applicant):</u>	
• Organizational Chart (do not include names)	✓
• Job Description and Resume for the Agency's Executive Director	✓
• Job Description and Resume for the Agency's Chief Financial Officer	✓
• Job Descriptions for all CSBG employees (do not include names)	✓
• Affirmative Action Plan	✓
• Documentation of Public Hearings for Initial Planning Process:	
Copy of Public Notice(s) from Newspaper(s)	✓
Agenda of Public Meeting(s)	✓
Copy of Attendance Sheet(s)	✓
Minutes of Public Meeting(s)	✓
• Documentation for Notice of Intent to Apply:	
Copy of advertisement(s)	✓
• Documentation of Submission to County Commissioners:	
Notarized document from county clerk	✓
Commissioners' comments or minutes (if applicable)	✓
• Cognizant-Approved Indirect Cost Agreement	
• Copy of the Proposal Application submitted to the cognizant agency for approval of the Indirect Cost Rate	✓
• Cost Allocation Plan (if applicable)	✓
• Vehicle Registrations (<i>must be up-to-date</i>)	N/A
• State Certification-No Overdue Tax Debts	Sent 11-15-19
• State Certification-Contractor Certification required by N.C. Law	Sent 11-15-19
• Federal Certifications	Sent 11-15-19
• Cost Allocation Plan Certification	Sent 11-15-19
• Federal Funding Accountability and Transparency Act (FFATA)	Sent 11-15-19
• Central Contractor Registration (CCR) (<i>must be up-to-date</i>)	Sent 11-15-19

**Checklist to Submit a Complete Community Services Block Grant (CSBG) Application
(continued)**

Item	Included (✓)
<ul style="list-style-type: none"> • IRS Tax Exemption Verification- verifies the agency's 501 (c) (3) status <i>(must be dated after July 1, 2014)</i> 	Sent 11-15-19
<ul style="list-style-type: none"> • Conflict of Interest Policy <i>(must have been approved within the past 5 years and must be notarized)</i> 	Sent 11-15-19
<ul style="list-style-type: none"> • Contractual Agreements/leases <i>(must be current within contract period)</i> 	✓

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
Certification and Assurances**

Public Hearing on the Initial Plan

We herein certify that a public hearing as required by 10A NCAC 97B .0402 Citizen Participation in the Application Process occurred on December 18, 2018 for the initial planning process for the agency's current project plan and the agency has maintained documentation to confirm the process of the public hearing.

For multi-county providers, indicate the date and the county the hearing was held.

Date	County	Date	County

County Commissioners' Review

We herein certify that the application for this project period was submitted to the Board of County Commissioners for review and comment on December 12, 2019 as required by 10A NCAC 97C .0111(b)(1)(A).

For multi-county providers, indicate the county and date the application for funding was presented to the Board of County Commissioners as required by 10A NCAC 97C .0111(B).


Date	County	Date	County

Board of Directors Approval of the Application

I hereby certify that the information contained in the attached application is true and the Board of Directors has reviewed and approved this application for the Community Services Block Grant Program.

Date of Board Approval: December 11, 2019

Board Chairperson:  12/11/19
 (Signature) (Date)

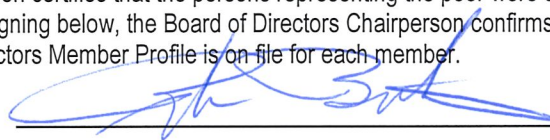
Finance Committee Chairperson:  12/11/19
 (Signature) (Date)

Board of Directors' Membership Roster

Total Seats Per Agency Bylaws	21			Total Current Vacant Seats	1	
Total Number of Seats Reserved for Each Sector	Poor	7	Public	7	Private	7
Total Number of Vacant Seats Per Each Sector	Poor	0	Public	1	Private	0

Name	County of Residence	Community Group/ Area Represented	Date Initially Seated [month/year]	Number of Terms Served [completed]	Current Term Expiration [month/year]
Representatives of the Poor					
1. Virginia Martin	Forsyth	Southside	09/2019	0	09/22
2. Marsha Davis	Forsyth	Veterans	09/2015	0	09/20
3. Minnie Ervin	Forsyth	Gilmer, Bon-Air, 28th	04/2014	1	04/20
4. Diane Fitzhugh	Forsyth	Boston-Thurmond	02/2018	0	02/21
5. Eva Gray-Allen	Forsyth	North Winston	09/2015	1	09/20
6. Alvin Carlisle	Forsyth	Alder Pt.	09/2018	0	09/21
7. Jose Perez, Jr. (Formerly Homeless)	Forsyth	Homeless Council	01/2016	1	04/2020
Public Elected Officials					
1. Gloria M. Samuels	Forsyth	City	09/2014	0	9/2019
2. Tonya Bellanger	Forsyth	City	12/2016	0	12/2019
3. Brian P. Burley	Forsyth	County	09/2014	1	09/20
4. Phillip Carter Sr.	Forsyth	County	09/2014	1	09/20
5. VACANT	Forsyth	City			
6. Kevin B Byers	Forsyth	County	10/2019	0	10/22
7. Leslie Oldham Winbush	Forsyth	City	09/2019	0	01/22
Representatives of Private Organizations					
1. Rebecca Bender (CHAIR)	Forsyth	Hanes Brands	02/2015	1	02/21
2. Sherrod Wood	Forsyth	Wells Fargo	11/2015	0	03/22
3. David Rose	Forsyth	Winston-Salem Police	02/2018	0	02/21
4. Dr. Sydney Richardson	Forsyth	FTCC	09/2018	0	09/21
5. Michael Robinson	Forsyth	Wake Forest	02/2018	0	02/21
6. Diana Bozzuto	Forsyth	BB&T	05/2018	0	6/21
7. Katie Ann Lefelar	Forsyth	Reynolds	09/2017	0	09/20

The signature of the Board of Directors Chairperson certifies that the persons representing the poor were selected by a democratic process and that there is documentation on file that confirms the selection of all board members. In addition, by signing below, the Board of Directors Chairperson confirms that the selection of all board members coincides with the directives outlined in the agency's bylaws and that a current Board of Directors Member Profile is on file for each member.



 Board of Directors Chairperson

Board of Directors' Membership Contact Listing

Board Member	Physical Address	Email Address
Tanya Bellanger	1977 Sentry Pointe Lane Winston-Salem, NC 27127	tbellanger@queschools.org
Rebecca Bender	439 Horace Mann Avenue Winston-Salem, NC 27104	Rebecca.j.bender@icloud.com
Diana Bozzuto	110 S. Stratford Rd Winston-Salem, NC 27104	dbozzuto@bbandt.com
Brian P. Burley	4761 Kennington Terrace Court Winston-Salem, NC 27103	bpburley@msn.com
Mr. Kevin B. Byers	1412 Turfwood Drive Pfafftown, NC 27040	Kbb120@gmail.com
Rev. Alvin Carlisle	2000 Wilbur Street Winston-Salem, NC 27107	aecarlisle06@gmail.com
Phillip Carter Sr.	1148 E 5 th Street, Apt.C Winston-Salem, NC 27101	Phillip_c9@yahoo.com
Leslie Oldham Winbush Office of Prof. & Continuing Ed.	303 D. Cleon Thompson Center Winston-Salem, NC 27110	winbushlo@wssu.edu
Marsha Davis	174 Motor Road Winston-Salem, NC 27105	Marsha.Davis@va.gov
Minnie Ervin	111 W. 28 th Street Winston-Salem, NC 27105	
Diane C. Fitzhugh	830 w 14 th St. Apt E Winston-Salem, NC 27105	fitzemail.339@gmail.com
Eva Gray-Allen	418 East 15 th Street Winston-Salem, NC 27105	evagrayallen@gmail.com
Katie Ann Lefelar	207 Cascade Avenue Winston-Salem, NC 27101	lefelak@rjrt.com
Virginia C. Martin	590 Mock Street, Apt. 305 Winston-Salem, NC 27107	Virgvirg51@gmail.com
Jose Perez, Jr.	1110 East Seventh St. Winston-Salem, NC 27101	Perezj2@forsyth.cc
Dr. Sydney Richardson	1200 Silas Creek Pkwy Winston-Salem, NC 27103	srichardson@forsythtech.edu
Michael W Robinson	1200 Martin Luther King Dr Winston-Salem, NC 27101	mrobinso@wakehealth.edu
David Rose	725 N Cherry Street Winston-Salem, NC 27101	drose@sspba.org
Gloria M. Samuels	3733 Ogburn Avenue Winston-Salem, NC 27116	gloriasamuels4u@gmail.com
Sherrod Wood	100 North Main Street Winston-Salem, NC 27101	Sherrod.j.wood@abbotdowning.com

Board of Directors' Officers and Committees

Note: All committees of the board should fairly reflect the composition of the board (10A NCAC 97C .0109). Be sure to identify the chairperson and other committee positions.

Name	Office	Sector Represented	County Represented*
Officers of the Board			
Rebecca Bender	Chairperson	Special Interest	
Marsha Davis	Vice Chair	Low Income	
Gloria M. Samuels	Secretary	Elected Official	
Diana Bozzuto	Assistant Secretary	Special Interest	
Tanya Bellanger	Treasurer	Elected Official	
Committee Name: Governance			
Rebecca Bender	Chairperson	Special Interest	
Leslie Oldham Winbush		Elected Official	
Gloria M. Samuels		Elected Official	
Tanya Bellanger		Elected Official	
Marsha Davis		Low Income	
Diane C. Fitzhugh		Low Income	
Diana Bozzuto		Special Interest	
Katie Ann Lefelar		Special Interest	
Committee Name: Plans & Objectives			
Marsha Davis	Chairperson	Low Income	
Leslie Oldham Winbush		Elected Official	
Alvin Carlisle		Low Income	
Diane C. Fitzhugh		Low Income	
Virginia C. Martin		Low Income	
Katie Ann Lefelar		Special Interest	
Diana Bozzuto		Special Interest	
Rebecca Bender		Special Interest	
Committee Name: Development & Fundraising			
Leslie Oldham Winbush	Chairperson	Elected Official	
Tanya Bellanger		Elected Official	
Phillip Carter Sr.		Elected Official	
Eva Gray-Allen		Low Income	
Jose Perez, Jr.		Low Income	
Diana Bozzuto		Special Interest	
Dr. Sydney Richardson		Special Interest	
Committee Name: Audit & Finance			
Tanya Bellanger	Chairperson	Elected Official	
Kevin B. Byers		Elected Official	
Alvin Carlisle		Low Income	
Eva Gray-Allen		Low Income	
Rebecca Bender		Special Interest	
Sherrod Wood		Special Interest	
Dr. Sydney Richardson		Special Interest	
Committee Name: Program			
Diane C. Fitzhugh	Chairperson	Low Income	
Tanya Bellanger		Elected Official	
Brian P. Burley		Elected Official	
Kevin B. Byers		Elected Official	
Virginia C. Martin		Low Income	
David Rose		Special Interest	
Minnie Ervin		Low Income	
Dr. Sydney Richardson		Special Interest	

Community Service Block Grant Board of Directors Contractual Certifications

I, Rebecca Bender, board chair of Experiment In Self-Reliance Inc (ESR) certify the information in the following categories by initialing each certification and signing below:

- A. Conflict of Interest:** I certify that a Conflict of Interest Policy is in place and that a copy of the policy can be found in the Employee Policy Manual and in the Board Member Handbook. I also certify that all members of the Board of Directors and all staff annually sign "Conflict of Interest" forms and that copies of Board member signatures are kept in the Board Minutes Book while copies of employee signatures are retained in the personnel files.

- B. Board of Director Orientation/Training:** I certify that a Board Member Orientation Policy is in place and that it is utilized as new Board members are assigned to the Board. I also certify that all Board members attend an annual Board Training each year and record of such is reflected in the Board minutes. The most recent Board Training occurred on February 5, 2019

- C. Agency-wide Audit:** I certify that Cannon & Company performs an audit annually. The audit is completed each year and submitted for review by the Board. The most recent audit for program year 2018-2019 was submitted and accepted by the Board at the January 9, 2019 meeting and is on record in said minutes.

Certification (Original Signature)



Signature of Chairperson/President



Date

Community Service Block Grant Certification of Community Assessment

The Experiment In Self-Reliance, Inc. (applicant) has conducted a Community Assessment of its service area within the past three (3) years utilizing the following method(s):

(Check one or more of the following methods)

- Surveys of the community(s) - door to door, telephone, etc.
- Review of Records - agency intake forms, program participant records, etc. (may be used with at least one other type of needs assessment; will not meet compliance on its own)
- Review of demographical information - U.S. Census, welfare statistics, unemployment statistics, etc.
- Discussions/information/testimony provided by individuals and community members - social service professionals, agency staff, program participants, etc.
- Public meetings to solicit input on community needs
- Other (Describe) _____

The most recent Community Assessment was completed on April 19, 2017
(date)

The Community Assessment was completed by: Agency staff, board, volunteers and Karl Yena (contractor)
(agency or contractor)

It is expressly understood that this Community Assessment should include community and consumer input. It is to be used as a basis for prioritizing the needs of the low-income population in the service area and for planning the applicant's projects to meet those needs.

It is further understood that documentation validating that a Community Assessment was completed and is to be retained by the applicant and is subject to review by the Office of Economic Opportunity.

Please provide a 4-5 sentence summary of your most recent Community Needs Assessment:


ESR uses all of the above methods for Community Assessment. As part of our strategic planning process every three to five years, we use focus groups, census data, and public meetings to collect data. We also hold a public hearing at the beginning of each 3-year CSBG cycle as part of preparation for submitting the application. We constantly review reports from AR4CA and reviews, intake information, and exit interviews from clients to assess program activities and make adjustments as required.

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The following is a list of needs as prioritized, with community input, through the needs assessment process.

1. Comprehensive self-sufficiency services	4. Adequate safe, affordable housing
2. Job opportunities that pay a living wage	5.
3. Education/marketable skills/Economic Literacy	6.

Certification (Original Signature)



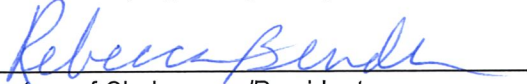
Signature of Chairperson/President



Date

1. Comprehensive self-sufficiency services	4. Adequate safe, affordable housing
2. Job opportunities that pay a living wage	5.
3. Education/marketable skills/Economic Literacy	6.

Certification (Original Signature)


Signature of Chairperson/President


Date

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
Planning Process Narrative**

1. Explain in detail how each of the following was involved in the planning and development of this strategic plan.

a. Low-Income Community:

ESR sponsors a number of community forums in low-wealth residential areas, in easily accessible facilities such as ESR, local churches, recreation centers, Department of Social Services, and VITA sites. Our low-wealth community participates in these discussions, sharing their experiences and everyday realities. Those who attend receive information about ESR's currently operated programs and ESR solicits their input regarding challenges in their neighborhoods and the potential solutions ESR might offer. ESR staff visits the community, especially schools, and communicates with teachers and school staff as well as clients, often gaining considerable insight through conversation and direct observation that can be applied to our Strategic Planning process. ESR's Board and management consider the information from these forums when developing new strategic plans. Representatives of the poor on the ESR board have input into the planning process at both the board and committee levels. ESR encourages program participants to complete a questionnaire regarding their experiences with our agency, including suggestions for further program development based on community needs.

b. Agency Staff:

ESR's staff provides feedback on the strategic plan via online surveys. Additionally, staff members are encouraged to comment on suggested changes during their annual evaluations, and this information is considered as part of strategic planning. The staff meets with the planning consultant to discuss the topics being considered in the strategic planning process. Members of management do not attend this session so that facilitators can encourage open discussion of issues that should be considered. Feedback from this meeting is used in the plan development process. Management goes through a similar process of meeting with facilitators, attending focus groups, and completing surveys.

c. Agency's Board Members:

The Board also contributes feedback via surveys, focus groups, and meetings with facilitators. The board meets to discuss the findings, and chooses which topics that have emerged are immediate and able to be addressed in the strategic plan. From these decisions, action plans are crafted to map the implementation of the plan. The board committees work together with appropriate staff members to address aspects of the strategic plan that fall in their areas of expertise (such as the Finance Committee working with our accounting department to update our Business & Operations manual as part of our current Plan, implemented last year).

2. Describe how and what information was gathered from the following key sectors of the community in assessing needs and resources during the community assessment process and other times. These should ideally be from each county within your agency's service area:

a. Community-based organizations:

ESR is a member of Communities In Action (CIA), a committee of community based organizations. The committee meets quarterly to discuss needs in the community. Discussion among members revealed that Housing, Education, Employment, and Mental Health are key areas that need focus. The committee includes representatives of health and education organizations (Novant and Forsyth Tech, and Winston-Salem/Forsyth County Schools) as well as human service organizations such as Goodwill, ESR, and Vocational Rehabilitation. From focus groups composed of partnering agencies such as Financial

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
Planning Process Narrative (continued)**

Pathways, The Salvation Army, Family Services, we learned how best collaborate and refer clients to appropriate services to eliminate gaps and duplication of services.

b. Faith-Based Organizations:

ESR has contacts within several churches in the community, as well as having a church leader on our board of directors. Focus groups among partner churches such as St. Leo, and others gave us insight into what these communities would like to see. We learned from these focus groups that the faith community that we interact with regularly would like us to do information sessions and workshops about who we are and what services we offer, and what our requirements are. They also want more information on human services that are available in the Winston-Salem/Forsyth County area. The primary learning from these forums and meetings was the need for educational outreach.

c. Private Sector:

ESR participates in community meetings on a broad range of topics that impact the low-income community in Winston-Salem. We collaborate with Southside Health Clinics, Doctor's Care, Downtown Health Plaza, The Northwest Harvest Food Bank, the Forsyth County Sheriff's department, Winston-Salem Police, and various banks and realtors. We have ongoing partnerships with these entities, and we are part of a healthcare coalition to provide low-to-moderate income residents with free or low cost healthcare. An additional finding of these focus groups is that there is a need for food and nutrition programs. We helped develop a map of local food deserts, and are collaborating in the community to provide healthy food choices such as neighborhood gardens and markets within impacted neighborhoods. We are working with law enforcement to aid in developing satellite locations for safety awareness and to combat crime and gang violence in low wealth neighborhoods in our service area. Additional concerns center around racial profiling.

d. Public Sector:

We are part of the local housing coalition and attend community meetings to assess availability and affordability of housing in the Winston-Salem/Forsyth County area, including a dialogue called "Think Force" addressing poverty initiatives in WS, including jobs, economic development, and housing. Housing mapping is under way to identify gaps in safe, affordable housing alternatives. Forsyth County is looking at transportation routes to determine if routes need to be extended or PART (Piedmont Area Rapid Transit) expanded to include more areas surrounding Winston-Salem.

e. Educational Sector:

We are partnering with the local school system to provide case management services for parents with children in Title I schools to aid in families and individuals achieving long term self-sufficiency or rising above poverty. We learned that we need to address systemic changes for academic success in Title 1 schools—these children need a different approach to education. We also learned that we have to work with parents help them understand their accountability in their child's academic success. We have hosted parental skills training and budgeting/money management classes and work to enhance employability skills. We also offer training in providing nutritious meals on a limited budget so that parents understand their children's nutritional needs outside school.

3. Describe your agency's method and criteria for identifying poverty causes including how the agency collected and analyzed qualitative and quantitative data in identifying those causes.

Collection and study of data on factors related to poverty (such as racial discrimination, disparity in wage scales between men and women, poor education, and un- or under-employment), provide ESR with important information to identify and combat the causes of poverty in the community. Case management services help identify gaps in client education that can also help us identify poverty

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
Planning Process Narrative (continued)**

causes. These gaps include lack of economic literacy and lack of positive role models in a mentoring capacity.

The Board also discusses poverty causes in the process of evaluating and monitoring the work of the agency. The ESR Board often invites Self-Sufficiency Program graduates to Board meetings to discuss their success, to provide feedback regarding the original cause of their poverty and to discuss what worked

best for them in getting out of poverty. Graduates are encouraged to share their opinions about ways to modify services to make programs even more successful in removing residents from poverty.

Available resources are a major factor in selecting causes to address. In line with ESR's mission to combat poverty in Forsyth County, we are continuing to emphasize activities designed to combat three major causes of poverty in Forsyth County: 1) lack of jobs paying a living wage, 2) lack of economic literacy resources and training, and 3) lack of availability of low to moderate-income housing opportunities. ESR addresses other poverty causes on a basis of greatest apparent need/least availability of suitable services. ESR closely monitors changing needs of the low-income population in Forsyth County and adjusts its programming accordingly. ESR is focusing on increased poverty issues in Forsyth County including layoffs, cuts in work hours, cuts in medical insurance benefits, and difficulty in the areas of job placement, wage progression, and employment promotion.

The criteria used for selecting the causes of poverty to be addressed is the monetary impact which a particular cause has on the low income population of Forsyth County and priorities mandated by the state for agencies which administer the Community Service Block Grant funds.

The criteria used to select the projects for a one-year program are:

- a) Does the project assist the Agency in meeting its mission statement as approved by the Board of Directors?
- b) Which activities will have the greatest impact on the most problems facing poor people?
- c) What nature and quantity of resources are available to address a particular need?
- d) Is the project within the capacity of the staff to perform?
- e) Will the project fill a service gap in the community?
- f) Will the project assist in meeting ROMA goals?
- g) Will the project have a significant community impact in the future?
- h) Will the project lead to cost effective empowerment of the poor?

The methods used include:

- a) Selecting and prioritizing criteria
- b) Presenting selected strategies to the appropriate committee and Board of Directors for approval,
- c) Discussing prioritized strategies with other service providers to ensure consistency and non-duplication of services within the local continuum of care,
- d) Making sure methods are consistent with rules and regulations associated with the CSBG Grant,

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
Planning Process Narrative (continued)**

- e) Making sure methods will include specific strategies designed to meet ROMA goals, including program results designed to demonstrate the positive outcome measures generated by the CSBG Program,
 - f) Implementation of our strategic planning model mission and vision to ensure the most cost effective empowerment of clients through community impact strategies designed to combat the root causes of poverty in Forsyth County, and
 - g) Ensuring immediacy, transparency, and accountability when using public funding to provide client services
4. Describe activities that your agency has undertaken to advocate for and empower low-income individuals and families to achieve economic independence and security.
- a. CSBG clients are encouraged to enroll in the IDA Program. The IDA Program promotes homeownership, which provides an opportunity for residents to have a greater stake in their community. IDA graduates serve in community groups, neighborhood protection groups, school related committees, community election committees, community awareness groups, and other opportunities made possible through homeownership.
 - b. CSBG clients who enroll in NC Saves have access to banking products and services. Previously unbanked clients gain knowledge and confidence with this experience. We encourage all participants to open savings accounts and fund them regularly, and many are able to do so once they are stabilized.
 - c. Greater collaboration between CSBG Self-Sufficiency and IDA, NC Saves, and EITC activities empowers CSBG clients, especially those who receive priority entry into other in-house ESR programs such as IDA.
 - d. We continue to emphasize education/training. Education/training will provide opportunities for better jobs, which offers ESR's CSBG-funded Self-Sufficiency clients increased authority over their lives and futures, with the potential to move them out of poverty.
 - e. The Forsyth Free Tax (EITC/VITA) Program empowers households by providing free tax preparation services, more money in clients' pockets from EITC returns and connections to other asset building programs in the community.
 - f. ESR emphasizes financial literacy education. We regularly offer classes to our Self-Sufficiency program clients with the expectation that they will complete the class before exiting the program.
 - g. ESR boosts Self-Sufficiency clients' self-esteem, self-confidence, and assertiveness in taking greater control of their lives through case management services, including personal and budgeting counseling, which helps clients understand that they can control their lives and finances.
 - h. ESR works collaboratively with other agencies to help clients get services they need to remove themselves from poverty.

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
Planning Process Narrative (continued)**

5. Describe how your agency plans to make more effective use of, coordinate and form partnerships with other organizations and programs including: State welfare reform efforts; public and private resources; religious organizations, charitable groups, and community organizations.

ESR collaborates with a broad range of service organizations to implement activities to combat poverty. We collaborate with churches to help meet immediate and emergency needs through in-kind services. Private and foundation resources help provide client assistance funds that provide clients with a safety net while they learn self-sufficiency skills and take control of their futures. We collaborate with a variety of agencies that provide educational services including basic life skills, financial literacy, job search and retention skills, career training, post-secondary education, and homebuyer education. Goodwill, the Department of Commerce, Workforce Development, Urban League, Vocational Rehabilitation, and the JobLink Career Center assist our clients with employment related needs. We also utilize our friendships with agencies of all kinds to improve our outreach, both to low-income residents of our community who might benefit from our services and to community residents who are in a position to assist through donations and volunteerism. ESR's participation in the Coordinated Intake Center makes collaboration with other participating agencies a natural extension of our service model.

We continue our collaboration with the WSFC school system and local foundations and agencies to reach parents of children in priority schools to improve family stability and help break the cycle of generational poverty. We work with families of elementary school aged children, providing case management and asset building services in their neighborhoods, with an additional goal of increasing parental engagement in the schools and with their children. We hope to involve the faith community in our program to provide mentoring and social/emotional support to our clients.

6. Describe how your agency will establish linkages between governmental and other social services programs to assure the effective delivery of such services to low-income individuals, to avoid the duplication of such services and to fill identified gaps in services, through the provision of information, referrals, case management and follow-up consultations.

ESR provides information to everyone who contacts our agency. For those whose needs fall outside the scope of our programs, we provide referrals to partner or collaborative agencies to see that those who need services can obtain them. We constantly seek new service providers that we can tap to assist community residents that do not qualify for our programs. We also leverage services in collaboration with other programs and agencies to help our clients obtain more robust services without taxing any single agency's resources more than necessary.

Those whose needs can best be met by ESR's programs are provided case management, financial literacy training, and supportive services to help them become stable. ESR's Success Coaches encourage each client to meet and exceed their goals, and to set new, higher ones that lead to still greater self-sufficiency. We emphasize training, financial literacy, and wage/employment progression in our self-sufficiency case management, and as such we make use of any community resources we find that align with our case management model. We expanded our employment related services through close linkages with the Workforce Investment Board, the JobLink Career Center, and The Department of Commerce/Division of Workforce Solutions. ESR has CSBG-funded staff out-stationed at the main JobLink Career Center (The Department of Commerce / Division of Workforce Solutions), Goodwill

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
Planning Process Narrative (continued)**

Industries, and Forsyth Technical Community College to meet these needs. As we learn of new services and programs available in the community, we contact the providers to learn more and assess how those services might benefit our clients, as well as discuss how our services might benefit theirs.

7. Provide a description of how your agency will support innovative community and neighborhood-based initiatives related to the purposes of the Community Services Block Grant (fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging effective parenting).

ESR strongly supports fatherhood initiatives through providing self-sufficiency services to clients referred by the Urban League and related activities sponsored through WorkFirst and Welfare-To-Work initiatives. We work closely with the Housing Authority in making cross-referrals between ESR programs and the Family Self-Sufficiency Program. We also collaborate with Family Services and Goodwill Industries programming. All ESR programs have the goals of strengthening families and communities, improving family stability, and combating generational poverty through education, asset building opportunities, and exposure to proper role models through mentoring opportunities. Community programs refer mostly African-American males to ESR for assistance as they are about to be incarcerated or as they re-enter society. Challenging issues related to this population include child support payments, child visitation and related effective parenting skills, employment, housing (difficult due to criminal history and past rent payment history), and related issues threatening family stability. ESR programs work with the family unit to address stability issues, and seeks out educational resources for clients that help improve their parenting and problem solving skills.

We are collaborating with the Winston-Salem Forsyth County School System and The Winston-Salem Foundation to provide case management services to families of school-aged children in priority schools neighborhoods. This outreach activity works with parents in place in their neighborhoods to connect them with resources to improve basic parenting skills, and to build necessary basic proficiencies for assisting their children with school work (such as reading and math skills). Additionally, the program will offer incentives for closer interactions between parents and the school system, and for educational activities accomplished with their children. We are working in four neighborhoods in which 90% of residents are low or very low income, and eligible for CSBG self-sufficiency services.

8. Describe activities that your agency has undertaken or plans to undertake, on an emergency basis, for the provision of such supplies and services, nutritious foods and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals.

ESR has formed close working relationships with the Northwest Harvest Food Bank, Department of Social Services, American Red Cross, The Salvation Army, Samaritan Ministries (Soup Kitchen), Rescue Mission, Health Department, Crisis Control Ministries, Goodwill Industries, local churches, local grocery stores (food vouchers/gift cards), and others to meet documented needs in this area. ESR makes community referrals to clothing closets. ESR understands that basic needs such as food, clothing, and shelter must be met before higher-level self-sufficiency goals can be accomplished. The CSBG Program and the local Rapid Re-Housing Program have strengthened ESR's relationships with Crisis Control Ministries, our major emergency assistance provider. ESR also has its own small supply of non-perishable goods to supplement clients' use of these community resources, which relies almost entirely on community donations.

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
Planning Process Narrative (continued)**

9. Describe how your agency will coordinate the provision of employment and training activities with entities providing activities through statewide and local workforce investment systems under the Workforce Innovation and Opportunity Act. Provide the dollar amount of your allocation that will go towards employment training.

ESR still coordinates employment improvement activities through the JobLink Career Center of which ESR is a collaborative partner. As a member of the Asset Building Coalition, ESR advocates for livable wages from local employers.

ESR's *Road To Empowerment* workshop series focused primarily on asset building and financial literacy, but it dedicates a significant amount of time to application and interview skills to assist participants in obtaining higher paying jobs. As part of this initiative, ESR hosts a job fair that attracts a number of moderate to high paying employers. ESR's clients have the opportunity to obtain better jobs through this contact.

The Chamber of Commerce has begun working to re-brand Winston-Salem as a "destination" city by attracting more arts-based activities such as festivals and arts venues. This increases the need for hospitality service positions, many of which pay livable wages. As a member of the Asset Building Coalition, ESR encourages the creation of jobs that fit the new systemic approach in the city and county, and that pay well.

Goodwill Industries, the local community colleges, ESC, Vocational Rehabilitation, public schools, and the Urban League were all collaborative partners under WIA and our association to serve the community continues. Employment services are crucial to the success of our programs. ESR has increased coordination with Goodwill Industries in areas of pre-employment skills training, job placement of clients, job retention, and economic literacy training.

Many of ESR's programs are an excellent fit for clients who are improving their skills to increase their employability in fields that offer living wages. One of our largest volume Forsyth Free Tax (EITC VITA) sites is located at a JobLink satellite site at Goodwill, which provides local residents access to our programs, as well as connections to Goodwill's employment solutions. Clients obtaining employment through the Workforce Development Program often enroll in the Self-Sufficiency Program at ESR to focus on job retention, transportation, childcare, budgeting, and related factors so that the new job can assist the household rising above poverty and maintaining employment and financial stability.

10. Describe how your agency will ensure coordination with the emergency energy crisis intervention program under title XXVI (relating to low-income home energy assistance).

The ESR Self-Sufficiency Program staff coordinates with the Department of Social Services in administering the Emergency Energy Crisis Intervention Program under Title XXVI by:

- Attending information sharing meetings
- Participating in outreach planning
- Referring eligible households to the Department of Social Services and The Salvation Army to apply for assistance
- Acting as personal representative for individuals who have no one else to apply for them
- Distributing information flyers to areas with a concentration of low-income residents
- Assisting in publicizing beginning and ending dates for LIHEAP/CIP assistance

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
Planning Process Narrative (continued)**

- Accepting referrals of applicants who did not qualify for fuel assistance and helping them locate other appropriate resources
- Tracking Emergency Assistance clients on the MCAH and AR4CA systems so that all community services providers will be aware of the EA services already provided to each client.

11. Describe the needs of low-income youth and your agency's efforts to promote increased community coordination and collaboration in meeting the needs of low-income youth.

ESR and Goodwill Industries entered into a collaborative effort to provide economic literacy training to low income families, specifically including low-income youth. The local school systems do not provide financial education training and children need this information to escape or avoid poverty in the future. All of ESR's programs combat generational poverty issues. We are receiving more requests for services to youth who are about to become adults.

We are continuing to collaborate with the Winston-Salem/Forsyth County school system to provide self-sufficiency services to families in priority schools neighborhoods. The program will include parenting skills training and case plans will emphasize the importance of improving financial literacy early in a child's life to help them escape poverty. Parents will be able to provide a strong financial literacy education for their children and model solid financial practices. Reynolds American is a partner in this program, as are other community agencies. ESR will work with existing priority schools programs in our area to avoid duplication of services.

12. Describe your agency's method for informing custodial parents in single-parent families that participate in CSBG programming about the availability of child support services. In addition, describe your method for referring eligible parents to the child support office[s].

ESR's client Success Plans include a household budget analysis that seeks out sources of income that the client may qualify for but is not taking advantage of, including but not limited to child support. We refer client custodial parents who are eligible for child support directly to the Department of Social Services for child support services. ESR has direct linkage to DSS through a number of collaborative projects, and we are able to refer eligible clients directly to the appropriate department, and sometimes even to a specific person in that department. We make these referrals on a case-by-case basis.

13. Describe activities that your agency has undertaken or plans to undertake, to address the Department's priorities which includes:

- Combat the **Opioid Crisis** by focusing on policies and practices that prevent opioid misuse, addiction and overdose;
 - We will develop relationships to allow us to make referrals from the reception desk for clients or others seeking counseling and treatment options
 - Hold quarterly community forums at ESR to distribute information regarding opioids and local resources for treatment and counseling
 - Make opioid counseling and treatment referrals as needed in one-on-one case management.

**Community Services Block Grant Program
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Planning Process Narrative (continued)**

- Develop better outcomes for **Early Childhood** learners to ensure that they are healthy, safe and nurtured, learning and ready to succeed;
 - ESR is working with families of school aged (K-3) children to help them establish safe, stable home lives for their children with the intention of creating an environment for the children to be successful in their academic careers and in future endeavors. We work with Winston-Salem/Forsyth County Schools to identify families that may benefit from ESR's services, and once families are enrolled, case managers visit them in the community and at the schools to assist them in becoming stable through budget training, connections to educational and employment opportunities, connections to mainstream resources that may aid them, personal counseling, and connections to health and wellness services including training from our partners at Agricultural Extension in making healthy meals on a budget, and local free or low-cost health resources. Part of each family's case plan is to connect with Medicaid for their children (if eligible), and encourage families to have children vaccinated before school starts each summer.
- Expand **NCCARE360**, a statewide database that provides resource information for medical providers and human services professionals in response to social determinants of health like housing stability, food security, transportation access and interpersonal safety; and
 - ESR will be looking into the viability of using the NCCARE360 database in 2020, when it becomes available in Forsyth County. Forsyth County is currently in the engagement process, attending meetings with NCCARE360 team members. ESR will become involved as soon as the program is rolled out locally and we have the opportunity to investigate the feasibility of its use in our agency.
- Implement **Healthy Opportunities** that improve the health, safety and well-being of North Carolinians by addressing conditions in which people live that directly impacts health.
 - ESR will be exploring opportunities for participation in a pilot program in upcoming months that will be looking at various aspects of Medicaid recipients lives and how living circumstances (housing, employment, etc.) impact health.
 - ESR already aids clients by connecting them with health resources (Downtown Health Plaza, and others)
 - ESR encourages healthy eating for clients by referring them to classes and forums offered through partners such as the Cooperative Extension.
 - ESR Success Coaches encourage stress management in clients through personal counseling and connection to additional resources to combat stress that may be impacting health.

Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
OEO Form 210 (continued)

Agency Strategy for Eliminating Poverty

Planning Period: July 1, 2019 - June 30, 2022

Section I: Identification of the Problem (use additional sheets if necessary)

1. Give the Poverty Cause name(s), rank the poverty cause(s) and identify which one(s) the agency will address.
 - a. Lack of comprehensive services that enable low-income families to become self-sufficient
 - b. lack of jobs paying a living wage,
 - c. lack of education/marketable skills/economic literacy resources and training, and
 - d. lack of access to low to moderate income housing opportunities.

ESR addresses all of these causes in some form through our programs, however we have chosen to address the lack of comprehensive services that enable low income families to become self-sufficient.

2. Describe the poverty cause(s) in detail in the community with appropriate statistical data (include data sources).
 - (A) Explain why the problem exists.

Low wealth residents of our area lack access to comprehensive programs that assist them in becoming self-sufficient. Part of the reason for this lack is that while various agencies provide Success Coaching services for select populations in Forsyth County, these services are limited in scope and intensity, they focus on individuals rather than families, and they are not comprehensive in nature, some still providing only emergency assistance without case management services. Private fund sources have become more reticent with regards to grants, being able to provide less support to fewer non-profits than ever before, at a time when the need is very great. Additionally, the giving focus of foundations shifts often, in concert with their strategic plans, making long-term planning for ongoing self-sufficiency services more challenging.

While the unemployment rate in Winston-Salem could be considered very low (3.3% - 4.3% in 2019), most of the open positions that pay a living wage are inaccessible to our low-wealth community. Corporate reluctance to relocate or expand to North Carolina is part of this inaccessibility. Our low-wealth residents also may not have sufficient/appropriate educational levels to obtain these positions.

Educational opportunities are still lacking for the low-wealth community. Credit or other circumstances may prevent families from seeking higher education for themselves and their children, but often the problem begins in elementary school where children have insufficient family and community support for their learning needs. Further, emphasis is still largely placed on university educations as being a method for rising above poverty, rather than focus on education in trades that pay a living wage and better, such as welding, truck driving, and medical fields.

Access to safe, affordable housing for low-wealth residents is an ongoing challenge that the City of Winston-Salem and a collaboration of agencies is seeking to reduce through the development of the Community Intake Center. Property owners are often reluctant to rent to low wealth residents without intercession by an agency or without payment guarantee such as is provided through a voucher program. The City and the Community Intake Center and affiliated agencies actively work to identify housing opportunities suitable for the low-wealth community.

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
OEO Form 210 (continued)**

Planning Period: July 1, 2019 - June 30, 2022

Section I: Identification of the Problem (use additional sheets if necessary)

(B) Identify the segment of the population and give the number of people experiencing the problem. In 2017, 23.3% (53.7k out of 231K) of the residents of Winston-Salem lived in poverty. (<https://datausa.io/profile/geo/winston-salem-nc/#economy>)

(C) Provide demographic information of those adversely effected inclusive of:

(a) Gender and (b) Age:

According to Data USA, for Winston-Salem NC in 2017:

Gender	Age 18-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65-74
Male	3,042 (5.66%)	2,893 (5.39%)	2,502 (4.66%)	2,175 (4.05%)	1,997 (3.72%)	706 (1.31%)
Female	4,686 (8.72%)	5,029 (9.36%)	3,258 (6.07%)	2,337 (4.35%)	2,409 (4.49%)	1,373 (2.56%)

Males under 18 or 75 and over make up the remaining 18.42% of males affected by poverty. Males represent approximately 43% of the population who are affected by poverty.

Females under 18 or 75 and over make up the remaining 21.24% of females affected by poverty. Females represent approximately 57% of the population who are affected by poverty.

(<https://datausa.io/profile/geo/winston-salem-nc/#economy>)

(b) Race/Ethnicity for the agency’s service area

According to Data USA, for Winston-Salem NC in 2017, of the 53.7k Winston-Salem residents living in poverty:

- 23,947 were Black (34.5% of those affected)
- 23,458 were White (33.8% of those affected)
- 15,704 were Hispanic (22.6% of those affected)
- Other racial identities (combined) represented less than 10% of those affected.

(<https://datausa.io/profile/geo/winston-salem-nc/#economy>)

(D) Explain how the persons are adversely affected.

Low-income residents of Winston-Salem tend to remain impoverished, as do their children. Without comprehensive services poor families struggle to find ways to survive, and find themselves back in the same cycle of having only some of their needs addressed, or addressed only short-term. In the majority of cases, impoverished families need a broad range of services in order to become self-reliant, and either cannot access or do not know about resources in the community that can assist them.

Homeless families tend to have the most difficulty accessing any type of services. Their lack of a fixed address sometimes prevents them from obtaining jobs that could help them rise above poverty, and often creates circumstances that foster poor physical and mental health. Without assistance, many will never move from the streets or shelters and into safe, affordable housing.

Without educational supports for vulnerable students in public schools, fewer graduate and go on to university or trade school educations. This further limits their ability to claim jobs that pay a living wage as adults. Many will remain unemployed and dependent on agencies and the faith community for survival. Additionally, the lack of financial literacy training available in the

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
OEO Form 210 (continued)**

Planning Period: July 1, 2019 - June 30, 2022

Section I: Identification of the Problem (use additional sheets if necessary)

community predisposes many in the low-wealth community to poor spending and savings decisions, which contributes to their condition of poverty, and increases the likelihood of generational poverty. Not only does this type of financial insecurity destabilize families, it also jeopardizes the long-term vitality of cities and local economies.

Section II: Resource Analysis (use additional sheets if necessary)

(E) Resources Available:

- a. Agency Resources:
Burton Street Shelter, 5th Street Shelter, Interns/volunteers
- b. Community Resources:

Training, In Kind Services	Fund Sources
American Red Cross	Forsyth County
Career Connections and Prosperity Center	NC Department of Health & Human Services (OEO)
Department of Commerce	United Way of Forsyth County
Department of Employment Security	Winston-Salem Foundation
Forsyth County DSS	W-S Community & Business Development Dept.
Forsyth County Health Department	City of Winston-Salem
Forsyth Technical Community College	Department of Housing & Urban Development (HUD)
Goodwill Industries	FEMA
JobLink Career Center	MDC/EITC Carolinas
NC Cooperative Extension	Wells Fargo, BB&T, Mechanics & Farmers
Next Step Ministries	
Second Harvest Food Bank of Northwest NC	IDA Partner/Resource
Veteran's Administration	Center for Home Ownership (CHO)
Wake Forest University	Forsyth County Housing Department
Winston-Salem Housing Authority	Local Banks
Winston-Salem State University	Local Realtors
W-S/Forsyth County Homeless Council	Habitat for Humanity
Workforce Development Board	IDA Working Group
	NC Housing Finance Agency
Referral	NC IDA Collaborative
Local Faith Community	
Rescue Mission	EITC/NC Saves Partner/Resource/Site
The Salvation Army	Forsyth Working Families Partnership
Samaritan Ministries	Local Libraries
Crisis Control Ministries	Local Banks
Sunnyside Ministry	IRS
Legal Aid of North Carolina	Offices Community Services
Local colleges/Universities	Goodwill Industries

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
OEO Form 210 (continued)**

Planning Period: July 1, 2019 - June 30, 2022

Section II: Resource Analysis (use additional sheets if necessary)

(F) Resources Needed:

- c. Agency Resources:
Staff, volunteers, and financial resources

- d. Community Resources:
Volunteers, financial resources

Section III: Objective and Strategy

(G) Objective Statement: To move 180 families above Poverty Income Guidelines by June 30, 2020

Strategies for Objective:

Provide Success Coaching to low-income families along with a direct provision of services resulting in an increase in family income and empowerment leading to economic self-reliance including families moving above the poverty level.

Provide long-term Success Coaching to families along with a direct provision of services that results in job placement, job retention, job stability, wage progression, family income increase, improvement in educational levels, economic literacy training, asset building, stable, affordable housing, healthcare coverage and basic independent living skills.

Collaborate with local human service agencies to provide needed assistance, to maximize resources, to minimize gaps in services, and to prevent duplication of services.

Promote a better community understanding regarding the need to remove barriers affecting the unemployed and underemployed in their efforts to attain skills to enable them to compete in the job market.

Provide educational training in career areas leading to employment paying a living wage and providing healthcare coverage.

Provide self-sufficiency and housing services to low-income families who are not homeless but present significant housing needs.

Provide economic literacy training and associated programs with the goals of changing savings/spending habits, creating a realistic family budget. Additionally, persuade families to take advantage of free tax preparation services and to make wise use of their tax refund money, promote savings and asset building as a way to increase net worth, promote asset accumulation (homeownership) as a tool for combating generational poverty (IDA program), introduce clients to NC Saves, which assists households in opening a savings account, assists in accumulation of savings, teaches financial literacy, and helps establish good credit and reduce debt.

Use other ESR in-house programs such as IDA, NC Saves, and Forsyth Free Tax (EITC/VITA) to supplement and support our core services provided in the Self-Sufficiency Program.

Meet clients in their neighborhoods to help stabilize households, improve parenting skills, and increase parent involvement in schools.

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
OEO Form 210 (continued)**

Section IV: Results Oriented Management and Accountability Cycle (use additional sheets if necessary)

Organizational Standard 4.3 requires that an agency's strategic plan and Community Action Plan document the continuous use of the ROMA cycle and use the services of a ROMA trainer.

- (H) Community Needs Assessment: Please summarize the primary needs of your community as determined through the Community Needs Assessment, and explain which of those are Family, Agency, or Community Needs, and why.
- a) Lack of comprehensive services that enable low-income families to become self-sufficient is a Family Level Need. However, families who do not escape poverty due to lack of comprehensive tools continue to access community resources, making it also a Community Level Need.
 - b) The lack of jobs paying a living wage is a Community Level Need. High paying industries are not relocating to our area, in part because we:
 - c) lack residents who have the appropriate education/marketable skills/economic literacy resources and training, which is also a Community Level need.
 - d) The lack of access to low-to-moderate income housing opportunities is a Community Level Need. Housing exists, but is difficult for homeless/low-wealth residents to access.
- (I) Achievement of Results and Evaluation: Please discuss your agency's achievement of results from last year. What were the successes and why were those areas successful? What areas did not meet targets or expectations and why were those areas not as successful? What Improvements or changes will be made for this year's work plan to achieve desired results and better meet the needs of the community?

Our Self-Sufficiency performed approximately as expected, with some areas exceeding expectations and others somewhat less so. In most of our ROMA goals, our program performed well, meeting expectations. The one area that we will be intensifying our focus on is helping low-income people become more self-sufficient, as this was our lower performing area. We believe that there are two major factors for this year that affected our performance. We had movement in CSBG staff, and we are working in neighborhoods that are much more financially and socially vulnerable than the majority of our clients have been in the past.

We performed admirably on strengthening family and supportive systems. We worked closely with families who needed to learn money-management in order to help them become more self-reliant, and facilitated parenting skills classes that were well attended and well received. Overall our program participants have a stronger stake in their community and have increased knowledge of available supportive networks that they can use to help them rise above poverty.

- (J) Please name the ROMA trainer who provided services used in developing this community Action Plan and describe what specific services were provided.
Krystina Dillard, Chiquitta Lesane, and Elisha Harris provided ROMA training for our agency.

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
One-Year Work Program
OEO Form 212**

Section I: Project Identification				
1. Project Name:	Self-Sufficiency Project			
2. Mission Statement:	To empower social and economic self-reliance for the working low-income and homeless			
4. Objective Statement:	To move 180 families above Poverty Income Guidelines by June 30, 2022			
5. Project Period:	July 1, 2019 to June 30, 2022. This is Plan Year 2 of 3.			
6. CSBG Funds Requested for this Project:	July 1, 2020	To	June 30, 2021	\$777,878
7. Total Number Expected to Be Served:	240			
a. Expected Number of New Clients	120			
b. Expected Number of Carryover Clients	120			

Section II: One-Year CSBG Program Objective and Activities				
Identified Problem	Service or Activity	Outcome Expected	NPIs (List all NPIs applicable to activity)	Position Title(s)
To move 180 families above Poverty Income Guidelines by June 30, 2022				
1. Clients lack specific training to obtain new or better employment	Provide skills training through community partnerships for truck drivers and CMA, both in-demand jobs	40 clients will gain truck driving or CMA certifications	2h	Executive Director Director of Agency Operations Self-Sufficiency & Family Advocate Manager Outreach Service Coordinator Success Coach Administrative Assistant/Data Analyst Orientation/Eligibility Specialist Reception/Resource & Referral Agent
2. Clients lack financial literacy skills	Financial literacy classes to teach clients about budgeting, behavior about money, savings/investments, and credit/debt	60 new clients per year will demonstrate improved financial literacy levels	2f, 3z1	Director of Agency Operations Self-Sufficiency & Family Advocate Manager Outreach Service Coordinator Success Coach

**One-Year Work Program
OEO Form 212 (continued)**

Section II: One-Year CSBG Program Objective and Activities				
Identified Problem	Service or Activity	Outcome Expected	NPIs (List all NPIs applicable to activity)	Position Title(s)
To move 180 families above Poverty Income Guidelines by June 30, 2022				
3. Clients pay for tax return prep and obtain high cost refund anticipation loans	Collaborate with Forsyth Free Tax to provide CSBG clients with free tax preparation services.	115 clients will have free tax services at a VITA site	3d, 3z1	Director of Agency Operations Self-Sufficiency & Family Advocate Manager Outreach Service Coordinator Success Coach Information & Technology Associate Executive & Program Assistant Administrative Assistant/Data Analyst
4. Clients do not have savings or are unbanked	Provide in-house financial literacy training and enroll clients in NC Saves program to encourage establishing savings accounts and saving habits.	135 clients will learn techniques for saving, and learn about available banking products	3d, 3z1	Director of Agency Operations Self-Sufficiency & Family Advocate Manager Outreach Service Coordinator Success Coach
5. Veterans need self-sufficiency services and case management	Coordinate with the City of Winston-Salem to provide self-sufficiency case management services for Veterans to assist them overcoming obstacles to self-reliance.	10 Veterans will receive SS services	5b, 5c	Director of Agency Operations Self-Sufficiency & Family Advocate Manager Outreach Service Coordinator Success Coach Administrative Assistant/Data Analyst Orientation/Eligibility Specialist Reception/Resource & Referral Agent
6. Parents do not interact with schools or are not able to assist their children with school activities.	Coordinate with schools, faith community and human service providers to provide activities and incentives for parental engagement. Activities may include parenting skills classes, connections to legal resources, and basic proficiencies or GED training, in addition to Self-Sufficiency Case Management services.	45 families will become more engaged with school activities on behalf of their children.	2e, 2f, 2z, 5d, 5e,	Executive Director Director of Agency Operations Self-Sufficiency & Family Advocate Manager Outreach Service Coordinator Success Coach Administrative Assistant/Data Analyst Orientation/Eligibility Specialist Reception/Resource & Referral Agent

**One-Year Work Program
OEO Form 212 (continued)**

Section II: One-Year CSBG Program Objective and Activities				
Identified Problem	Service or Activity	Outcome Expected	NPIs (List all NPIs applicable to activity)	Position Title(s)
To move 180 families above Poverty Income Guidelines by June 30, 2022				
7. Clients need financial assistance for supportive services (rent, food, etc.), work or school expenses	Provide financial assistance to help maintain stability, or improve education or income levels. Coordinate with local service providers to prevent duplication of services.	240 clients will obtain financial support for school, work, or supportive services	7a	Director of Agency Operations Self-Sufficiency & Family Advocate Manager Outreach Service Coordinator Success Coach Fiscal & Compliance Associate
8. Individuals lack training in basic life, social, and economic skill areas.	Provide counseling in life skills, employment, housing, economic literacy, asset building, savings, budgeting, job search, etc.	60 clients improve basic life skills to the extent they can rise out of poverty	7a	Director of Agency Operations Self-Sufficiency & Family Advocate Manager Outreach Service Coordinator Success Coach

**One-Year Work Program
OEO Form 212 (continued)**

Section III: Program Administration and Operations					
Administration, Services, Operations Outcome Expected	Position Title(s)	Implementation Schedule			
To move 180 families above Poverty Income Guidelines by June 30, 2022		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
		<p>1. Obtain clients from walk-ins, direct referrals, and recruitment that result in clients coming to ESR to access services. Identify, and recruit potential participants in low-income communities to ensure that services are available to eligible residents who might not access services at ESR. The Forsyth Free Tax sites provide ESR an opportunity to serve CSBG eligible clients that have not contacted self-sufficiency services before. Staff are ambassadors in the community and take advantage of observed outreach opportunities.</p>	<p>Executive Director Director of Agency Operations Self-Sufficiency & Family Advocate Service Manager Outreach Service Coordinator Success Coach Executive & Program Assistant Administrative Assistant/Data Analyst Orientation/Eligibility Specialist Receptionist/Resource & Referral Agent Information & Technology Associate Fiscal & Compliance Associate</p>	<p>30 (30 new)</p>	<p>60 (30 new)</p>
<p>2. We are a part of a community wide plan to examine Asset Poverty that meets monthly. This plan emphasizes economic literacy training to families to help break the cycle of generational poverty and give citizens more of a stake in their community.</p>	<p>Executive Director Director of Agency Operations Self-Sufficiency & Family Advocate Service Manager Senior Finance Director</p>	<p>July 2020 Aug 2020 Sep 2020</p>	<p>Oct 2020 Nov 2020 Dec 2020</p>	<p>Jan 2021 Feb 2021 Mar 2021</p>	<p>Apr 2021 May 2021 Jun 2021</p>
<p>3. Ensure that ESR meets Results Oriented Management and Accountability (ROMA) goals, including the capture, analysis and publication of performance outcome results and management accountability.</p>	<p>Director of Agency Operations Self-Sufficiency & Family Advocate Service Manager Outreach Service Coordinator Success Coach Information & Technology Associate Executive & Program Assistant Administrative Assistant & Data Analyst Fiscal & Compliance Associate</p>	<p>July 2020 Aug 2020 Sep 2020</p>	<p>Oct 2020 Nov 2020 Dec 2020</p>	<p>Jan 2021 Feb 2021 Mar 2021</p>	<p>Apr 2021 May 2021 Jun 2021</p>
<p>4. Provide clients access to lab computers and printer for numerous self-sufficiency activities, including job applications, school registrations, job search, resume creation, accessing credit and police reports, and filing tax returns, among others.</p>	<p>Information & Technology Associate Self-Sufficiency & Family Advocate Service Manager Outreach Service Coordinator Success Coach Administrative Assistant & Data Analyst Receptionist/Resource & Referral Agent</p>	<p>July 2020 Aug 2020 Sep 2020</p>	<p>Oct 2020 Nov 2020 Dec 2020</p>	<p>Jan 2021 Feb 2021 Mar 2021</p>	<p>Apr 2021 May 2021 Jun 2021</p>
<p>5. Conduct annual evaluations of services and staff. This evaluation will include data from monthly, quarterly and semi-annual reviews.</p>	<p>Executive Director Director of Agency Operations Self-Sufficiency & Family Advocate Service Manager</p>				<p>Apr 2021 May 2021</p>

**One-Year Work Program
OEO Form 212 (continued)**

Section III: Program Administration and Operations					
Administration, Services, Operations Outcome Expected	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
To move 180 families above Poverty Income Guidelines by June 30, 2022					
6. Coordinate with other community agencies and groups in order to initiate institutional changes that benefit low-income residents of Forsyth County through information sharing, community problem solving, planning, advocacy, etc. This is a quarterly meeting on a varying schedule.	Director of Agency Operations	Sep 2020	Dec 2020	Mar 2021	Jun 2021
7. Accumulate detailed information through the maintenance of a case file system and a computerized client assistance recording software package, Accountable Results for Community Action (AR4CA). AR4CA stores and retrieves information efficiently and effectively.	Director of Agency Operations Self-Sufficiency & Family Advocate Service Manager Outreach Service Coordinator Success Coach Administrative Assistant & Data Analyst Fiscal & Compliance Associate	150 (15 new)	190 (40 new)	230 (40 new)	270 (40 new)
8. Provide opportunity for Self-Sufficiency activities with all ESR services (IDA, Housing, Permanent Housing, NC Saves, Forsyth Free Tax (EITC/VITA) programs) through intra-agency referrals, interagency referrals, joint case staffing, and training of adjunct staff by the Director of Agency Operations.	Director of Agency Operations Self-Sufficiency & Family Advocate Service Manager Outreach Service Coordinator Success Coach	150 (15 new)	190 (40 new)	230 (40 new)	270 (40 new)
9. Refer individuals to as many appropriate resources as necessary, especially those whose requests are beyond ESR's scope of work. This increases accessibility to services in the community and leverages resources to fill gaps in services.	Director of Agency Operations Self-Sufficiency & Family Advocate Service Manager Outreach Service Coordinator Success Coach Executive & Program Assistant Administrative Assistant & Data Analyst Receptionist/Resource & Referral Agent Orientation/Eligibility Specialist	125 (125 new)	250 (125 new)	375 (125 new)	500 (125 new)
10. Periodically review case files in a sample audit for quality control (minimum of every two weeks, maximum every 90 days)	Director of Agency Operations Self-Sufficiency & Family Advocate Service Manager Outreach Service Coordinator Success Coach Executive & Program Assistant Administrative Assistant & Data Analyst Orientation/Eligibility Specialist	Sep 2020	Dec 2020	Mar 2021	Jun 2021

**One-Year Work Program
OEO Form 212 (continued)**

Section III: Program Administration and Operations					
Administration, Services, Operations Outcome Expected	Position Title(s)	Implementation Schedule			
To move 180 families above Poverty Income Guidelines by June 30, 2022		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
11. Obtain detailed case record information in order to determine eligibility and needs. ESR verifies eligibility on all cases. Staff makes every effort to maintain file integrity and client privacy.	Director of Agency Operations Self-Sufficiency & Family Advocate Service Manager Outreach Service Coordinator Success Coach Executive & Program Assistant Administrative Assistant & Data Analyst Orientation/Eligibility Specialist Receptionist/Resource & Referral Agent Fiscal & Compliance Associate	30 (30 new)	60 (30 new)	90 (30 new)	120 (30 new)
12. As part of orientation/intake activities, examine and evaluate individual client situation to determine services needed to promote self-sufficiency.	Director of Agency Operations Self-Sufficiency & Family Advocate Service Manager Outreach Service Coordinator Success Coach Executive & Program Assistant Administrative Assistant & Data Analyst Orientation/Eligibility Specialist Receptionist/Resource & Referral Agent Fiscal & Compliance Associate	30 (30 new)	60 (30 new)	90 (30 new)	120 (30 new)
13. As part of intake activities, develop a Success Plan, including short-term objectives and long-term goals with each new client to provide comprehensive services for enabling self-sufficiency.	Director of Agency Operations Self-Sufficiency & Family Advocate Service Manager Outreach Service Coordinator Success Coach	30 (30 new)	60 (30 new)	90 (30 new)	120 (30 new)
14. Provide outreach staff to JobLink, Forsyth Tech, and Goodwill to enhance collaborations and aid clients seeking job development, job search, job placement, wage progression, healthcare coverage, future training, job retention, educational upgrade, transportation, childcare, and related topics.	Director of Agency Operations Self-Sufficiency & Family Advocate Service Manager Outreach Service Coordinator Success Coach	192 hours (192 new)	384 hours (192 new)	576 hours (192 new)	768 hours (192 new)
15. Hold community forums quarterly at ESR to provide connections to resources related to opioid addiction and treatment, in addition to making one-on-one referrals as needed during case management activities.	Director of Agency Operations Self-Sufficiency & Family Advocate Service Manager Outreach Service Coordinator Success Coach Receptionist/Resource & Referral Agent	Sep 2020	Dec 2020	Mar 2021	Jun 2021

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
One-Year Work Program
OEO Form 212 (continued)**

9. Use the tables below to enter your agency's targeted outcome results. The performance measures will be included in the agency's CSBG contract.

All CSBG grantees operating self-sufficiency projects are required to enter program targets in Table 1. Please refer to *Performance Measures and Outcomes Definitions* on page 7 of the Fiscal Year 2020-21 CSBG Application Instructions. If your agency operates more than one project, you will also need to complete Table 2 on the following page and also enter specific program targets. There should be one table of outcome measures per project.

Table 1 Outcome Measures for Project 1 (enter project name)	
Measure	Expected to Achieve the Outcome in Reporting Period (Target)
The number of participant families served.	240
The number of low-income participant families rising above the poverty level.	60
The number of participant families obtaining employment.	22
The number of participant families who are employed and obtain better employment.	41
The number of jobs with medical benefits obtained.	22
The number of participant families completing education/training programs.	34
The number of participant families securing standard housing.	12
The number of participant families provided emergency assistance.	54
The number of participant families provided employment supports.	51
The number of participant families provided educational supports.	44
The average change in the annual income per participant family experiencing a change.	This measure does not require a target but must be reported.
The average wage rate of employed participant families.	This measure does not require a target but must be reported.

Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
One-Year Work Program
OEO Form 212 (continued)

Table 2 Outcome Measures for Project 2 (enter project name)	
Measure	Expected to Achieve the Outcome in Reporting Period (Target)
The number of participant families served.	

Community Services Block Grant Program
 Fiscal Year 2020-21 Application for Funding
 One-Year Work Program
 OEO Form 212 (continued)

CSBG Expenditure by Service Category					
A.2. CSBG Expenditures Domains	Target CSBG Funds	Actual Q1	Actual Q2	Actual Q3	Final
A.2a. Employment	42,866	10,716.50	10,716.50	10,716.50	10,716.50
A.2b. Education and Cognitive Development	42,866	10,716.50	10,716.50	10,716.50	10,716.50
A.2c. Income, Infrastructure, and Asset Building	0	0	0	0	0
A.2d. Housing	21,434	5,358.50	5,358.50	5,358.50	5,358.50
A.2e. Health and Social/Behavioral Development <i>(includes nutrition)</i>	0	0	0	0	0
A.2f. Civic Engagement and Community Involvement	0	0	0	0	0
A.2g. Services Supporting Multiple Domains	0	0	0	0	0
A.2h. Linkages <i>(e.g. partnerships that support multiple domains)</i>	0	0	0	0	0
A.2i. Agency Capacity Building	0	0	0	0	0
A.2j. Other <i>(e.g. emergency management/disaster relief)</i>	0	0	0	0	0
A.2k. Total CSBG Expenditures (auto calculated)	107,166	26,791.5	26,791.5	26,791.5	26,791.5

**Community Services Block Grant Program
 Fiscal Year 2020-21 Application for Funding
 One-Year Work Program
 OEO Form 212 (continued)**

10. For Community Action Agencies that serve multiple counties, provide a breakdown of the expected *number of persons served* in each designated county in the table below. Show the total *number of persons served* in the table.

Number of Families to be Served Per County											
Agency Name:											
Project Name:											
County											Total
Total Planned											
Project Name:											
County											Total
Total Planned											

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
Monitoring, Assessment and Evaluation Plan**

1. Describe the role and responsibilities of the following in the assessment and evaluation of agency programs.

a. Board of Directors:

With the assistance of ESR's staff, the Program Committee develops the evaluation process, the evaluation plan, and the Evaluation Process Narrative (EPN) and presents them to the Board of Directors for approval. The Program Committee coordinates and implements the Board's evaluation of all programmatic operations. Board ad hoc committees, with each committee consisting of at least one representative from each sector of the Board, conduct further evaluation. Each committee prepares a comprehensive evaluation report to submit to the full Board for its review and approval. The Program Committee reviews evaluation strategies for impact and effectiveness. From time to time, at its discretion the Board may hire or use outside consultants and experts to assist with different phases of the evaluation. Likewise, the Board may utilize other evaluation mechanisms from time to time if appropriate.

b. Low-Income Community:

In addition to Board representation, the Poor sector reviews our program at public meetings, public hearings, and focus groups, and we have an open door policy at ESR for public review and comments. We also have representatives of the low-income homeless population on our Board and in attendance at Homeless Council meetings, Shelter Providers meetings, and at Housing Advisory committee meetings. We receive input from the poor through the WorkFirst Planning Committee, which includes at least two Poor sector members, the Workforce Development Program, the Faith community, and the community at large. As ESR restructured our election process for selecting representatives of the Poor on our Board, feedback from the low-income community received emphasis. Organization of the election process served to set up elections and to solicit input from the low-income community members about ESR as a whole.

c. Program Participants:

Program participants have input through daily contact, by making suggestions on the agency client survey form after every visit, and on another more comprehensive client survey form after completion and termination/graduation from our program. ESR also provides suggestion boxes for clients at our managed housing facilities with client comments reported to the Board by the Director of Agency Operations. Also, ESR receives program participant feedback through our client grievance procedure including comments on our participant rights form, through our major strategic planning process, and through focus groups related to specific projects. These processes include feedback from past, current and potential ESR clients. Program graduates sometimes speak at Board meetings to share their experiences while enrolled in ESR Programs. Clients can review our agency on Facebook and at GreatNonProfits.org, as well.

d. Others:

At various times during the year, ESR staff members meet with low-income and target area representative groups, such as the various tenant councils of the local public Housing Authority, to discuss program activities and any problems of concern to these communities. Past Board members also continue to be active in the community to relate community impact.

ESR welcomes interns to work with our program staff in conjunction with Winston-Salem State University, Wake Forest University, Salem College and Forsyth Technical Community College. These students are able to bring fresh perspectives to the community action process and give us valuable feedback on their experiences with other agencies and programs. We learn from them how our activities parallel or diverge from expectations the students gained from their classroom studies.

Winston-Salem City Council, Forsyth County Commissioners, Johnson-West Associates, Inc., Mr. Chuck Chambers, Mr. Karl Yena, and all of our local funding sources have been involved in assessment and evaluation activities in Winston-Salem. Also, our community collaborative partners provide feedback during the CSBG planning regarding the CSBG plan and any changes that might need to occur.

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
Monitoring, Assessment and Evaluation Plan**

The agency's annual Audit also plays a major role in the assessment and evaluation of all projects. Both Audit and Monitoring visits occur frequently with ESR fund source representatives coming to ESR for on-site visits, financial auditing of our budget and program monitoring related to program performance. We understand that characteristics such as immediacy, transparency, and accountability are crucial to the operation of CSBG funded programs.

2. Describe the systematic approach for collecting, analyzing and reporting customer satisfaction data to the Board of Directors.

ESR uses an exit interview (where possible) and an exit questionnaire to collect client satisfaction data. This data is collated annually and used to fine tune programs and is reported to the board. In addition to exit interview and questionnaire data, information from client grievances and other suggestion/review media filed during the year is included in the analysis and report.

3. Describe how administrative policies and procedures are monitored by the Board of Directors.

The Board of Directors reviews the agency's administrative policies and procedures periodically to ensure that these are up to date and appropriate to the operation of programs and activities within the agency's scope. The Board seeks input from appropriate outside sources as well (e.g. wage comparability studies when discussing salary changes) to determine what if any changes or updates are necessary. These updates are most often part of the agency's strategic planning process. Additionally, because many of these policies are included with a wide variety of applications for funding, the Board revisits these policies at least annually to be sure they meet funding source requirements.

4. Describe how the Board acts on monitoring, assessment and evaluation reports.

The Program Committee monitors program activities and progress and gives periodic reports on all program activities (not just problem areas), and makes recommendations for corrective action as appropriate. The results of evaluations and impact studies are used in future planning efforts. When the evaluation indicates a need for immediate corrective action, the full Board takes appropriate action after adequate review by the affected committees. The corrective action taken by the Board may result in amended policies and procedures or amended plans and projects as appropriate.

The Program Committee may request outside assistance from various community organizations and agencies when evaluations and impact studies reveal problems or obstacles. The committee receives staff assistance in developing possible solutions or modifications. The committee submits recommendations to the full Board for approval. After Board approval, the committee amends plans and projects as appropriate or moves to implement said plans, projects, or updates on approval. The Board monitors new programs and program changes especially closely, resulting in intensified activity and discussion at such times.

ESR's Board and staff use the cumulative record of assessments and evaluations as an instrument for the needs assessment, goal development, and strategy selection phases in the development of the current three-year CSBG plan.

5. Describe the Board's procedure for conducting the agency self-evaluation.

The Board appoints an ad hoc committee to manage the evaluation process. The committee establishes a bidding process to select a consultant to conduct the evaluation. The selected consultant works with the committee to plan, implement, and follow up with the evaluation. The committee ensures that all action steps are implemented and recommendations fulfilled. The consultant schedules a follow up evaluation to monitor agency progress in meeting evaluation goals.

ESR's Board conducts a self-evaluation every three to five years in conjunction with the new strategic plan cycle. Self-evaluations occur annually on a smaller scale. The Board evaluates annual program results at its annual meeting every September. Also, the United Way requires an annual self-evaluation as part of our requirements as a United Way sponsored agency.

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
Monitoring, Assessment and Evaluation Plan**

6. Summarize the results of the Board's most recent self-evaluation. Describe how the information has been or will be used to develop the agency's next Strategy for Eliminating Poverty. Indicate the timeframe and planned activities for the next evaluation.

The results of the most recent strategic planning process included a self-evaluation. ESR reviewed its Asset Building Programs (IDA and EITC) to align them with the community-wide study that focused on the impact of asset poverty in Forsyth County. The study determined that middle class families in Forsyth County have less than 90 days' worth of savings to aid in maintaining their families during a crisis.

It was determined that one of the ways for Forsyth County residents to pay down debt and create savings opportunities is to expand the EITC program. Last year the Forsyth Free Tax (EITC/VITA) program served more than 4,000 people. This program seeks to educate taxpayers about the Earned Income Tax Credit and assist them in receiving the credit for their households. The EITC Program is one of the largest anti-poverty programs in the US. On average, a qualified Forsyth County taxpayer receives \$1,700 in EITC refund dollars. In addition to benefiting working families, the credit brings money directly into our community. Studies show that taxpayers spend their refunds to buy consumer goods, pay off bills and work towards asset-building, and that financial education is critical to helping families save to weather financial difficulties in the future.

The most recent Agency evaluation process began in March 2016. Implementation of the action steps from the strategic plan proceeds according to the expected schedule. While most aspects of the strategic plan have an associated time deadline, some are ongoing processes.

Funding from the Reynolds American Foundation funded our strategic planning process. The Board chose Holly Marion and Karl Yena, outside consultants, to conduct the strategic planning process. The result of the process is a five-year strategic plan, covering the period from 2016 through 2020.

Major tasks/changes regarding this plan include the following.

- Revise vision and mission statement - Completed
- ESR will align with community goals - Ongoing
- Revise "Core Values" - Completed
- Update Succession Plan - Completed
- ESR will add 3 positions to plan for future staff transitioning due to potential retirement to be outlined in our Succession plan. Proposed functional areas to add staff will be Human Resources, Finance, and Development. – Ongoing
- Develop Talent/Retention Plan to maintain leadership team and provide necessary leadership skills for the future - Ongoing
- ESR will continue to be the community leader in providing Self-Sufficiency, Housing Services, IDA, EITC, and NC Saves services - Ongoing
- ESR will continue to promote self-sufficiency through asset building, wealth accumulation, economic literacy training, savings and investment, and related strategies to combat poverty and to minimize generational poverty factors - Ongoing
- Wrap up capital campaign to raise \$3 million to move our office location. Through the fundraising process, ESR is educating the entire community regarding ESR's services, our rich history, and our future funding needs. Move completed, Campaign near completion.
- The secondary goal of ESR's capital campaign is to expand our donor base to provide additional fundraising opportunities for the future. Expanding the donor base is ongoing.
- Increase Social Media presence including modernized website and branding.
- Continue participation in Asset Building Coalition, with participants including banks, City, County, and other agencies
- Increase emphasis on Board Training
- Increase fundraising reach
- Increase staff recognition

**Community Services Block Grant Program
Fiscal Year 2020-21 Application for Funding
CSBG Administrative Support Worksheet
OEO Form 212A**

1. Administrative Support requested for (Name of Grant):		
2. Total amount of Administrative Support requested: \$		
3. Brief description of grant including the name of the funding source:		
4. Total Grant Amount:		\$
5. Give the reason for requesting Administrative Support from CSBG and describe how the funds will be used: (Attach supporting documentation in the Appendices)		
6. How will the agency track the CSBG funds used for Administrative Support?		
7. Basis for determining amount of Administrative Support needed. (Please select either Indirect Costs or Cost Allocation, not both.)		
Indirect Costs		
Indirect Cost Base:		
Indirect Cost Rate %:		%
Indirect cost base amount for this grant:		\$
Percent indirect allowed by funding source for this grant:		%
Dollar amount indirect allowed by funding source for this grant:		\$
Cost Allocation		
Percent of administrative costs allowed by funding source for this grant %:		%
Dollar amount of administrative costs allowed by funding source for this grant:		\$
8. Actual numerical calculation used to determine Administrative Support needed:		
9. Administrative Support to be applied: (choose one)		Monthly
		Quarterly
		Annually

CONTRACT BUDGET NARRATIVE
STATE OF NORTH CAROLINA DIVISION OF SOCIAL SERVICES
OFFICE OF ECONOMIC OPPORTUNITY
Form 6844N

Name of Agency:

Section A – Salaries and Wages

Fred Bazemore – Dir. of Agency Ops (33%);
Sherri Paysour – Self-Sufficiency & Family Advocate Manager (100% CSBG);
Willa Hines – Receptionist/Resource & Referral Agent (75% CSBG)
Megan Reynolds – Success Coach (100% CSBG)
Luna Williams – Orientation/ Eligibility Specialist (75% CSBG)
Deborah Thomas – Executive & Program Assistant (40% CSBG)
Shadowe Magaraci – Administrative Assistant/Data Analyst (46% CSBG)
James Cherry – Information & Technology Associate (40% CSBG)
Karen Forrest – Outreach Service Coord. 100% CSBG
Susan Bowen – Outreach Service. Coord. 100% CSBG
April Marlin- 100% CSBG
Keith Ferger – Fiscal & Compliance Associate (50% CSBG)

Section B – Fringe Benefits

Calculations provided on OEO Form 6844S. Health insurance is provided for employee, or employee plus spouse, or employee and children depending on employee's need. Retirement at 3% of employee's salary with additional 3% if employee contributes 3%. Life and Disability insurance is offered. OASDI/Medicare, Workman's Compensation, Unemployment Insurance.

Section C – Equipment Purchases

Section D - Communication

Phone/internet (We have a new phone system and Internet provider (Ring Central, Spectrum))

Section E – Space costs

3480 Dominion St. depreciation schedule provided by auditor; Water/sewer; electricity; pest control; trash collection; fire & security monitoring, HVAC Service

Section F – Travel/Employee Development

NCCAA Spring Conference; OEO Contractor Training; Mileage NCCAA workshops, Board and Staff development

Section G - Supplies and Materials

Postage; Office Supplies, Janitorial Supplies.

Section H – Contractual Services

Community Action Opportunities 25 Gaston Street, Asheville, NC 28801 (828)-252-2495

AR4CA annual subscription fee, paid annually

Grime Guru Janitorial Services (Brigitte Hampton) - 1531 Westbrook Plaza Dr. Suite A Winston-Salem, NC 27103 (336) 331-5207

Cleaning service, paid monthly, renews annually

Equifax Verification Services - 1142 Lackland Rd. St. Louis, MO (800)-328-5371

Income/employment verification service, billed per inquiry, paid monthly, open-ended contract

US Bank Equipment Finance - 1310 Madrid St. Suite 101 Marshall, MN 56258-4002

Savin copier, paid monthly 60 mos. 5/20/17 - 5/20/22

Cannon & Co. – 2160 Country Club Rd. Winston-Salem, NC 27104

Annual Audit, based on number hours required, paid progressively

Section I - Client Services

Based on program eligibility and individual needs of client (educational support, employment support, housing stability)

Section J - N/A

Section K - Other

Property and general liability on main office prorated by occupancy; NCCAA annual agency dues

Section L – Indirect Costs

ESR has no cognizant agency. OEO approved for 19-20 using total direct costs as basis. Agency followed same process using salaries and expenses for indirect cost rate for 20-21.