

# FORSYTH COUNTY

## BOARD OF COMMISSIONERS

MEETING DATE: JANUARY 14, 2013 AGENDA ITEM NUMBER: 8

**SUBJECT: RESOLUTION ACKNOWLEDGING RECEIPT AND REVIEW OF THE 2013-2014 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:** Recommend Approval

### SUMMARY OF INFORMATION:

See attached

ATTACHMENTS:  YES  NO

SIGNATURE:  COUNTY MANAGER DATE: January 9, 2013

**RESOLUTION ACKNOWLEDGING RECEIPT AND REVIEW OF  
THE 2013-2014 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 its 2013-2014 Community Services Block Grant Application for Funding a Community Anti-Poverty Plan to the Forsyth County Board of Commissioners for review and comment prior to submission of the said application to the Office of Economic Opportunity, pursuant to the provisions of 10A NCAC 97C.0111(b)(1)(A).

NOW, THEREFORE, BE IT RESOLVED that the Forsyth County Board of Commissioners hereby acknowledges receipt of the 2013-2014 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 2013-2014 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, 2015 through long-term Success Coaching and direct services to empower economic self-reliance.

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

Adopted this 14<sup>th</sup> day of January 2013.



December 18, 2012

Mr. Richard Linville, Chairperson  
Forsyth County Board of Commissioners  
Forsyth County Government Center  
201 North Chestnut Street  
Winston-Salem, NC, 27101

RE: Experiment In Self-Reliance, Inc. FY 2013-2014 Community Services Block Grant Application

Dear Commissioner Linville:

The Experiment in Self-Reliance (ESR) is a private, non-profit community action agency serving Forsyth County. The agency has been providing services to the economic disadvantaged since 1964 through a variety of programs promoting self-improvement and self-sufficiency. ESR is governed by a twenty-one (21) member Board of Directors representing public officials, the private sector and low-income citizens of our community. Current services funded by the Community Services Block Grant includes intensive case management, personal counseling, employment improvement counseling, financial assistance, educational assistance, budgeting counseling, financial literacy training, and much more. Our CSBG funding helps ESR continue to leverage funds from local sources as well as plays a large part in providing necessary services to the low income citizens of Forsyth County.

Each year, ESR provides the County an opportunity to comment on the proposed work program for the coming year. The work program is developed by the agency's Board, committees and staff after receiving suggestions from the public and other agencies. The grant requires no local match. However, this year's application seeks a notarized document from the Clerk to the Board of County Commissioners regarding the submission of ESR's application to the Board.

Therefore, we are requesting completion of the enclosed document and a copy of the meeting minutes, which references discussion of ESR's application or a letter regarding the Board of Commissioners response to our proposal. We are requesting that this information be submitted to us by January 18, 2013 so that it may be included in ESR's application package that will be forwarded to the Office of Economic Opportunity on January 25, 2012.

Enclosed please find the work program for our CSBG application. This application begins the first year of a three-year plan targeted to assist the low-income in Forsyth County. ESR conducted a public hearing on December 5, 2012 to provide citizens a chance to comment on the proposed work program and offer suggestions of their own. The Office of Economic Opportunity, which is the state office responsible for the administration of the Community Services Block Grants, has informed ESR that the planning allocation for completion of the FY2013-2014 application is \$558,282. Additional enclosures include a copy of ESR's Board of Directors Roster, a summary budget for the CSBG application, and the letter of documentation to be signed, notarized and returned to us as soon as possible for inclusion with our submission to the Office of Economic Opportunity.

ESR maintains partner relationships with a wide range of community agencies, including the County's Department of Social Services, Goodwill Industries, the City of Winston-Salem, and other organizations and churches to ensure that coordination and utilization of available resources allow us to serve the low-income residents of Forsyth County through the operation of our programs. We will continue to expand our existing relationships and develop others for maximum feasibility in identifying opportunities for our constituents.

We certainly appreciate the Board of County Commissioners' time and review of ESR's work program and look forward to receipt of the response. If I can be of further assistance to aid you in the review of our programs, please do not hesitate to contact me.

Sincerely,



Twana Wellman-Roebuck  
Executive Director, ESR

Enclosures

/tsf

# North Carolina Department of Health and Human Services



## Community Services Block Grant Program

**Fiscal Year 2013-14 Application for Funding  
Project Period July 1, 2013 – June 30, 2014  
Application Due Date: February 1, 2013**

Applicant Information	
Agency:	Experiment In Self Reliance, Inc
Federal I.D.	56-6060100
DUNS Number:	060296142
Administrative Office Address:	1550 University Court, Winston-Salem, NC 27101
Mailing Address:	PO Box 135, Winston-Salem, NC 27102
Telephone Number:	336 722 9400
Board Chairperson:	Ms. Laura MacFadden
Board Chairperson's Address: (where communications should be sent)	Novant Health /Corp. Design and Construction 1980 S. Hawthorne Rd., Ste 200, Winston-Salem, NC 27103
Board Chairperson's Term of Office:	7/2011 - 9/2014
Executive Director:	Twana Wellman-Roebuck
Executive Director Email Address:	<a href="mailto:Twana.wellman@eistr.org">Twana.wellman@eistr.org</a>
Agency Fiscal Officer:	Debra Perkins
Fiscal Officer Email Address:	<a href="mailto:debra.perkins@eistr.org">debra.perkins@eistr.org</a>
CSBG Program Director:	Fred Bazemore
CSBG Program Director Email Address:	<a href="mailto:fred.bazemore@eistr.org">fred.bazemore@eistr.org</a>

North Carolina Department of Health and Human Services  
Office of Economic Opportunity  
Verna P. Best, Director  
2420 Mail Service Center  
Raleigh, North Carolina 27699-2420  
[verna.best@dhhs.nc.gov](mailto:verna.best@dhhs.nc.gov)  
<http://www.ncdhhs.gov/oeo/>

### 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.

Item	Included (✓) or N/A
Signed Application Certification (blue ink only)	✓
Signed Board Membership Roster (blue ink only)	✓
Board of Directors Officers and Committees	✓
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 225 – Agency Budget Information	✓
Form 225N-Budget Narrative	✓

**Community Services Block Grant Program  
Fiscal Year 2013-14 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 5, 2012 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 13, 2012 as required by 10A NCAC 97C .0111(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).

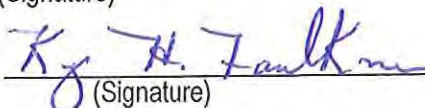
Date	County	Date	County

**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 12, 2012

Board Chairperson:  12-18-12  
(Signature) (Date)

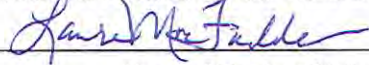
Finance Committee Chairperson:  12-12-12  
(Signature) (Date)

**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	Address	Community Group/ Area Represented	Date Initially Seated [month/year]	Number of Terms Served [completed]	Current Term Expiration [month/year]
<b>Representatives of the Poor</b>						
1. Kenneth Faulkner	Forsyth	1430 Salem Lake Rd W-S, NC 27107	Southside	04/2011	0	03/2013
2. Manya Stewart	Forsyth	3395 Jeketer Dr W-S, NC 27105	Veterans Admin	09/2009	1	09/2015
3. Mary Ford	Forsyth	1300Woodruff Glen Dr. W-S NC 27105	Thurmond St.	12/2011	0	12/2014
4. VACANT			Alder Point			
5. Shirley Hall	Forsyth	101 NE 28 <sup>th</sup> St W-S, NC 27105	Gilmer/Bonair	10/2010	0	11/2013
6. Thomas Elmore	Forsyth	5909 Styers Ferry Rd Clemmons, NC 27012	Homeless Council	09/2008	1	03/2014
7. Chenita B. Johnson	Forsyth	2411N. Patterson Ave W-S, NC 27105	Patterson Ave	09/2011	0	09/2014
<b>Public Elected Officials</b>						
1. LaMonica D. Sloan	Forsyth	WSSU 301 Thompson Center WS-NC 27110	City Appointee	03/2012	0	09/2015
2. Mary Jo Tull	Forsyth	4740 Duffer Ln, Pfafftown, NC 27040	City Appointee	06/2012	0	06/2015
3. Atty. Toni J. Grace	Forsyth	110 S. Stratford Ste 500 WS-NC 27104	City Appointee	09/2012	0	09/2015
4. Anna P. Moyer	Forsyth	617 Hunter Ave. Winston-Salem, NC 27101	County Appointee	09/2011	0	09/2014
5. Venetta Rousseau	Forsyth	314 Wake Drive Winston-Salem, NC 27106	County Appointee	09/2011	0	09/2014
6. Jafonda T. Johnson	Forsyth	4249 Shadetree Dr Winston-Salem, NC 27107	County Appointee	12/2010	0	12/2013
7. Mr. Chris Bryan	Forsyth	110 S. Stratford, WS-NC 27104	City Appointee	06/2012	0	06/2015
<b>Representatives of Private Organizations</b>						
1. Mark D. Bachmeier	Forsyth	229 Tabor View Ln W-S, NC 27106	NCBH HR	12/2007	1	03/2013
2. Alison Ashe Card	Forsyth	8910 Doubletree Ln Clemmons, NC 27012	Womble Carlyle Sandridge & Rice	12/2010	0	01/2013
3. Laura MacFadden	Forsyth	4632 Center Rock Ct W-S, NC 27127	Novant Health	12/2007	1	09/2013
4. John Jackson	Forsyth	213 Oakmont Park Ct Kernersville, NC 27284	Volunteer	02/2010	0	02/2013
5. Larry Herzberg	Forsyth	401 N. Main St W-S, NC 27101	Reynolds American	09/2009	1	09/2015
6. Anne Priester	Forsyth	820 Meadowstone Dr. W-S, NC 27104		03/2012	0	03/2015
7. Barry Rountree	Forsyth	4300 Glen Meadow Dr. W-S, NC 27107	W-S Police Dept	12/2007	1	01/2013

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 coincide with the directives outlined in the agency's bylaws. A current Board of Directors Member Profile is on file for each member.

  
 \_\_\_\_\_  
 Board of Directors Chairperson



### 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*
<b>Officers of the Board</b>			
Laura MacFadden	Chair		FORSYTH
Larry Herzberg	Vice Chair		
Mary Ford	Secretary		
Chenita Johnson	Treasurer		
Kenny Faulkner	Assistant Secretary		
<b>Committee Name: Executive</b>			
Jafonda Johnson		County Appointee	
Mary Ford		Rep of the Poor	
Chenita B. Johnson		Rep of the Poor	
Manya Stewart		Rep of the Poor	
Thomas Elmore		Rep of the Poor	
Alison Ashe-Card		Private Organization	
Laura MacFadden	Chair	Private Organization	
Larry Herzberg		Private Organization	
Kenny Faulkner		Rep of the Poor	
<b>Committee Name: Plans &amp; Objectives</b>			
LaMonica Sloan		City Appointee	
Mary Ford		Rep of the Poor	
Larry Herzberg	Chair	Private Organization	
<b>Committee Name: Human Resources</b>			
Mary Jo Tull		City Appointee	
Anna P. Moyer		County Appointee	
Mary Ford		Rep of the Poor	
Thomas Elmore		Rep of the Poor	
Mark D. Bachmeier		Private Organization	
Alison Ashe Card	Chair	Private Organization	
<b>Committee Name: Finance</b>			
Mr. Chris Bryan		City Appointee	
Jafonda T. Johnson		County Appointee	
Kenny Faulkner	Chair	Rep of the Poor	
Manya Stewart		Rep of the Poor	
Shirley Hall		Rep of the Poor	
Larry Herzberg		Private Organization	
Barry Rountree		Private Organization	

\*To be completed by agencies serving multiple counties.

**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*
<b>Committee Name: Program Committee</b>			
Toni J. Grace		City Appointee	
Venetta Rousseau		County Appointee	
Shirley Hall		Rep of the Poor	
Chenita B. Johnson		Rep of the Poor	
Thomas Elmore	Chair	Rep of the Poor	
Mark D. Bachmeier		Private Organization	
Anne Priester		Private Organization	
<b>Committee Name: Development &amp; Fundraising Committee</b>			
LaMonica Sloan		City Appointee	
Mary Jo Tull		City Appointee	
Toni J. Grace		City Appointee	
Anna P. Moyer		County Appointee	
Jafonda T. Johnson	Chair	County Appointee	
Chenita B. Johnson		Rep of the Poor	
Laura MacFadden		Private Organization	
John Jackson		Private Organization	
Anne Priester		Private Organization	
<b>Committee Name: Nominating Committee</b>			
Manya Stewart	Chair	Rep of the Poor	
Larry Herzberg		Private Organization	
Anna P. Moyer		County Appointee	

**Community Services Block Grant Program  
Fiscal Year 2013-14 Application for Funding  
Planning Process Narrative**

ROMA Goals 1, 3 and 5 Low Income People Become More Self-Sufficient; Low income People Own a Stake in their Community; Agencies Increase their capacity to achieve results	DHHS Excels-Goal 2 Expand understanding and use of information to enhance the health and safety of North Carolinians
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1. Explain in detail how each of the following was involved in the planning and development of this strategic plan.

a. The Poor:

ESR sponsors a number of community forums in low-wealth residential areas, in easily accessible facilities, such as ESR, local churches, recreation centers, DSS, Health Department, and VITA sites. Our low-wealth community participated in these discussions, sharing their experiences and everyday realities. Those who attend receive information about ESR's currently operated programs and their input is solicited regarding challenges in their individual communities and how the agency can be of assistance in addressing these issues so as to best meet the needs of the community. Information from these forums is considered 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. An advertised public hearing is held to solicit comments from the general public.

b. The Staff:

The staff prepares the application based on the needs determined during the previous year's operation utilizing information that comes from the public, agency experience, coordination with other organizations, and information provided by various governmental, non-profit, and private funding and/or regulatory entities. The ESR Administrative staff, the Accounting staff, and the Programmatic staff collaborate to ensure consistency, accuracy, and thoroughness in our current grant application. The Management Team solicits information from Board members, especially representatives of the poor, to ensure Board input. This interaction ensures that Board members are knowledgeable about our CSBG application. Changes in each year's grant application are the result of information gained through monitoring, assessment, and evaluation of the past year's Agency performance. Agency staff members are monitoring their caseloads closely to detect any needed changes in services related to the current economic conditions.

c. The Board:

The Board authorizes the staff to develop the application based on the information collected from the previous year's operation. Under the direction of our Executive Director, our Board has filled vacant Board positions, updated Personnel Policies and Procedures, and has participated in various orientation and training activities. Board activities are recorded in the minutes of our Board meetings. The information gained through the past planning activities has been incorporated in the current three-year plan and specifically into the CSBG proposal for PY 13-14.

<p>ROMA Goal 5 Agencies increase their capacity to achieve results</p>	<p>DHHS Excels-Goals 1 and 2 Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians; Expand understanding and use of information to enhance the health and safety of North Carolinians</p>
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2. Describe your agency's method and criteria for identifying poverty causes and list the identified causes. Also describe the methods and criteria used to determine priority and selection of strategies to be implemented that will address the poverty causes.

Collection and study of data on factors related to or resulting from poverty (such as racial discrimination, disparity in wage scales between men and women, poor education, and unemployment and underemployment), provide ESR with important information to identify and work to combat the causes of poverty in the community. Case management services help identify gaps in client education that can also help us identify poverty causes. These gaps include lack of economic literacy and positive role models in a mentoring capacity.

The Board also discusses poverty causes as they go through 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 citizens from poverty.

A critical factor in determining the poverty causes to be addressed is consideration of resources available to undertake meaningful activities. In line with ESR's mission to combat poverty in Forsyth County, we are continuing to emphasize activities designed to combat three of the original major causes of poverty in Forsyth County: 1) lack of jobs paying a living wage, 2) lack of healthcare coverage associated with jobs, and 3) lack of availability of low to moderate income housing opportunities. Other poverty causes are also addressed 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 adjusted its programming to meet the needs caused by the recession. ESR is focusing on recently increased poverty causes 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:

1. Does the project assist the Agency in meeting its mission statement as approved by the Board of Directors?
2. Which activities will have the greatest impact on the most problems facing poor people?
3. What nature and quantity of resources are available to address a particular need?
4. Is the project within the capacity of the staff to handle?
5. Will the project fill a major service gap in the community?
6. Will the project assist in meeting ROMA goals?
7. Will the project have a significant community impact in the future?

8. Will the project lead to cost effective empowerment of the poor?

The methods used include:

1. Selecting and prioritizing criteria,
2. Presenting selected strategies to the appropriate committee and Board of Directors for approval,
3. Discussing prioritized strategies with other service care providers to ensure consistency and non-duplication of services within the local continuum of care,
4. Making sure methods are consistent with rules and regulations associated with the CSBG Grant,
5. 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,
6. 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
7. To ensure immediacy, transparency, and accountability when using public funding to provide client services

<p>ROMA Goal 1, 2, 3 and 6                  Low income People Become More Self-Sufficient; The conditions in which low income people live are improved; Low-income people own a stake in their community; Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other support systems</p>	<p>DHHS Excels- Goal 4                  Provide services to individuals and families identified as being at risk of compromised health and safety.</p>
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3. Describe activities that your agency has undertaken or plans to advocate for and empower low-income individuals and families to achieve a greater sense of authority over their own lives and future.

ESR has undertaken the following activities to empower CSBG clients to achieve a greater sense of authority over their own lives and futures:

- 1) ESR implements a cost-effective empowerment model of service provision.
- 2) CSBG clients are encouraged to enroll in the IDA Program. The IDA Program promotes homeownership, which provides an opportunity for citizens to have a greater stake in their community. IDA graduates serve on community groups, neighborhood protection groups, school related committees, community election committees, community awareness groups, and other opportunities made possible through homeownership.
- 3) CSBG clients who enroll in NC Saves have their own personal savings accounts, have access to other banking products and services, and will eventually invest their savings toward meeting their self-sufficiency goals. All CSBG clients are encouraged to enroll in this initiative.
- 4) 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.
- 5) Emphasis will continue to be placed on 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.

- 6) The EITC Program empowers households by providing free tax preparation services, more money in clients’ pockets from EITC returns, asset building counseling, and linkages to other asset building programs in the community.
- 7) ESR emphasizes financial literacy education.
- 8) 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.
- 9) ESR works collaboratively with other agencies to help clients get services they need to remove themselves from poverty and own their futures.

<p>ROMA Goals 1, 2, 4, 5 and 6                  Low income People Become More Self-Sufficient; The conditions in which low income people live are improved; Agencies increase their capacity to achieve results; Partnerships among supporters and providers of services to low-income people are achieved; Low-income people, especially vulnerable populations, achieve their potential by strengthening family and support systems</p>	<p>DHHS Excels-Goals 1 and 2                  Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians; Expand understanding and use of information to enhance the health and safety of North Carolinians</p>
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4. Describe how your agency plans to make more effective use of, and to 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 new tools to combat poverty in welfare reform efforts. 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. The Department of Commerce Department of Workforce Divisions, 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 citizens of our community who might benefit from our services and to citizens who are in the position to assist through donations and volunteerism.

5. 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.

Much of ESR’s strategic planning was centered on service gaps, program expansion, and the best way ESR can coordinate with other organizations in providing support for the working poor, the homeless population, those leaving TANF assistance through WorkFirst, and families adversely affected by the recession. ESR has strengthened and expanded its Self-Sufficiency program through intensive Success Coaching, particularly structured around job placement, wage progression, acquisition of healthcare coverage, economic literacy, career counseling, educational financial assistance, personal counseling, budgeting assistance, transportation services, linkages to asset building strategies such as IDA, NC Saves, EITC, credit/debt management services, and other services deemed necessary to move an impoverished household along a continuum toward economic self-sufficiency and self-determination.

ESR provides information to everyone who comes to our agency. For those whose needs fall outside the scope of our programs, we provide referrals, both formal and informal where possible, to partner or collaborative agencies to see that those who need services can obtain them. 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.

ESR has documented significant changes in our service delivery system to fill identified gaps recent years:

- 1) An increased emphasis on training in career areas that will lead to employment providing a living wage rather than training leading to jobs paying low wages with little or no healthcare coverage. These services will attempt to remove barriers such as unemployment and underemployment.
- 2) 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 Industries, and Forsyth Technical Community College to meet these needs.
- 3) ESR is closely monitoring changes associated with the current economic recession. ESR is also monitoring the TANF Re-Authorization outcomes and any changes resulting from TANF Re-Authorization in the future.
- 4) ESR has strengthened our service delivery in the area of financial literacy, budget counseling, asset building and changes in savings/spending habits. We have already seen successful results of these efforts with self-sufficiency clients in general and specifically in self-sufficiency clients who advance into the IDA and NC Saves programs.
- 5) We are also targeting EITC-eligible households by providing free tax preparation services to increase the amount of tax return money going into the pockets of poor families. A one-stop-shop approach provides free tax preparation, linkages to asset building programs such as the IDA and NC Saves Programs, and financial literacy education to ensure wise use of tax refunds.
- 6) As we learn of new service availability 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.

<p>ROMA Goal 2, 4 and 6                  Low income People Become More Self-Sufficient; Partnerships among supporters and providers of services to low-income people are achieved;                  Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other support systems</p>	<p>DHHS Excels-Goals 1 and 3                  Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians;                  Offer outreach and services to individuals and families identified as being at risk of compromised health and safety.</p>
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6. 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.

<p>ROMA Goal 5 and 6 Agencies increase their capacity to achieve results; Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other support systems</p>	<p>DHHS Excels-Goals 1 and 5 Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians; Provide services and protection to individuals and families experiencing serious health and safety needs who are not, at least temporarily, able to assist themselves.</p>
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7. 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, Salvation Army, Samaritan Ministries (Soup Kitchen), Rescue Mission, Health Department, Crisis Control Ministries, Goodwill Industries, local churches, privately owned grocery stores (food vouchers), and others to meet documented needs in this area. ESR has established its own food pantry to meet these needs for our clients. ESR has also established a small clothing closet and makes community referrals to other 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.

8. 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 Investment Act of 1998.

The coordination, establishment of linkages, effective service delivery, and avoidance of duplication of services are some of ESR's strengths, and are all accomplished through interagency communications at meetings such as the WorkFirst Planning Committee Meeting, the Workforce Investment Board Meeting, JobLink Management Team meetings, and Homeless Council Meeting, for Administrative/Management Staff. This information is then shared with the programmatic staff at internal staff meetings. Program staff members also attend meetings with other community service providers. Local agencies communicate through the Emergency Assistance Providers Computer Network.

Information and Referral has become one of ESR's significant roles in the community due to our experience, knowledge of resources, and easy accessibility to the community. ESR serves as a brokerage of human services in Winston-Salem. We have a strong continuum of care in Winston-Salem. Our community is rich in resources. ESR strives to assist low-income households in *accessing* those resources. There are very few gaps in services in our community. Some duplication does occur, but its effects are minimal due to the large number of households eligible for low-income services in our community. ESR coordinates WIA activities through the JobLink Career Center of which ESR is a collaborative partner. ESR has one Self-Sufficiency staff person stationed onsite at the primary JobLink Career Center (The Department of Commerce/Division of Workforce Solutions), another Self-Sufficiency staff person stationed at the JobLink satellite office located on the West Campus of Forsyth Technical Community College, and a third staff person at the JobLink satellite office at Goodwill. These persons act as liaisons for referrals between ESR and JobLink.



Also, under the WIA system, ESR continues to participate in activities originally begun by the Welfare to Work Program and youth programs (including Summer Youth Employment Program). Goodwill Industries, the local community college, ESC, Vocational Rehabilitation, public schools, and the Urban League are all collaborative partners under WIA. These agencies collaborate to serve clients even after the Welfare-to-Work Program ended and/or changes occurred in Summer Youth Programs. ESR has been assertive in recent years in revitalizing and using the local WIA sponsored Workforce Development System in an attempt to meet challenges related to the weakened economy. Employment services are crucial to the success of our programs at this time. ESR has increased coordination with Goodwill Industries in areas of pre-employment skills training, job placement of clients, job retention, and economic literacy training.

ESR attends the DSS sponsored "Success Program" meetings every week. TANF client cases nearing the time clock for exhausted services are staffed. ESR is there to offer services to assist TANF clients in becoming self-sufficient. ESR's programs are also used by DSS as diversion assistance strategies in Forsyth County. In PY 11-12, less than 1% of ESR's households exiting the program were still eligible for TANF cash assistance. This potentially saved taxpayers considerable amounts of cash assistance funding. ESR has found that TANF eligible families are easier to move toward self-sufficiency BEFORE they are formally enrolled in public welfare programs rather than AFTER they are already receiving TANF assistance. ESR has a local reputation for being on the cutting edge for innovative program design related to the provision of human services.

ESR works closely with the Workforce Development system (WIA) to implement our Programs. One of our largest volume EITC VITA sites is located at a JobLink satellite site at Goodwill. Many WIA customers are becoming NC Savers as they obtain employment. Clients obtaining employment through the Workforce Development Program are often enrolled in the Self-Sufficiency Program to focus on job retention, transportation, childcare, budgeting, and related factors so that the newfound job can assist the household rising above poverty.

<p>ROMA Goal 4 and 6 Partnerships among supporters and providers of services to low-income people are achieved; Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other support systems</p>	<p>DHHS Excels-Goal 5 Provide services and protection to individuals and families experiencing serious health and safety needs who are not, at least temporarily, able to assist themselves.</p>
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9. 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 as follows:

- Attending information sharing meetings
- Participating in outreach planning
- Referring eligible households to the Department of Social Services and 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
- Coordinating activities with the Salvation Army, where CIP applications are accepted
- Assisting in publicizing beginning and ending dates for LIHEAP/CIP assistance
- Accepting referrals on applicants who did not qualify for fuel assistance and referring to other sources as appropriate

- Emergency Assistance clients will be tracked on the CHIN MIS system so that all community services providers will be aware of the EA services that are provided to each client.

<p>ROMA Goals 4 and 5 Partnerships among supporters and providers of services to low-income people are achieved; Agencies increase their capacity to achieve results</p>	<p>DHHS Excels-Goals 1 and 2 Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians; Expand understanding and use of information to enhance the health and safety of North Carolinians</p>
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10. 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's Self-Sufficiency Program is a family-oriented program with focus upon the entire family unit, including youth. These youths are an important part of ESR's Success Plan, which lists objectives for every member of the household. Common needs which are frequently documented include educational needs, nutritional needs, the need for mentors and positive role models, clothes, educational materials, behavioral/emotional needs, substance abuse prevention, family planning needs, domestic violence needs, financial needs, economic literacy training, and overall social adaptation and social functioning needs. ESR is continuously involved in coordination and collaboration to access services from community resources such as Forsyth County Schools, Project HOPE, Winston-Salem Urban League including Absent Fathers Program, Downtown Church Center (Mentorship), DSS, Head Start, Smart Start, Stop Child Abuse Now (SCAN), Workforce Development (Summer Youth Employment Program), Health Department, Faith Community, YMCA, YWCA, Salvation Army, Youth Opportunities, Vision Works, Lift Academy, Juvenile Justice, Best Choice, local college programs for youth, recreational leagues, clubs and centers, and other various community groups that focus on 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. This financial education training is not being provided in the local school systems and children need this information to make sure they escape or avoid poverty in the future. All of ESR's programs are designed to combat generational poverty issues. We are receiving more requests for services to youth who are about to become adults.

ESR is collaborating with a local initiative to provide economic literacy training to young adults transitioning out of the foster care system as part of the Youth In Transition Community Initiative of Forsyth County. This young adult population has been identified as being at risk, especially as they age out of the foster care system without a support network. This initiative will bring appropriate organizations to the table to help provide a network of resources for individuals aging out of foster care, including self-sufficiency and housing services. This initiative is expected to serve 4 individuals per quarter, once established, with the Winston-Salem Foundation and/or KBR as potential sources of funding.

<p>ROMA Goals 1 and 5 Low-income People Become More Self-Sufficient; Agencies increase their capacity to achieve results</p>	<p>DHHS Excels-Goal 1 Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians.</p>
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11. Describe activities that your agency has undertaken or plans to undertake to establish a pool of unrestricted funds to further the agency's mission and reduce dependency on government funding.

a. Funds to support services for low-income persons

ESR has abundant grant writing experience among staff and we are continually seeking new fund sources to provide unrestricted funds. ESR continues to seek new funds from Forsyth County, the City of

Winston-Salem, and local foundations that have a history of providing unrestricted funds in our community. We are learning new techniques of fundraising through our capital campaign efforts which may be used extensively in the future to provide unrestricted funds. Our financial officer and related finance committee have been extremely frugal with the unrestricted funds that we have raised, and have attempted to save and invest these dollars to increase these resources, just as we ask our clients to do. To increase our unrestricted fund base is the most important reason for our attempts to raise capital funds to move our office; we will own our office space, rather than rent, which should serve to build assets.

As our Capital Campaign planning has progressed, the concept of using campaign efforts to broaden ESR's donor base has become increasingly important. During initial campaign efforts, it became obvious that ESR is one of the best kept secrets in our community, especially among potential donors who have resources to support ESR's Capital Campaign efforts now, and ESR activities in the future. The services ESR provides, the philosophy of our service model, the cost effectiveness of our agency, and the positive program outcomes make ESR an excellent investment in the community.

b. Funds to support the overall agency

ESR's Board of Directors has been working on plans for raising unrestricted funds for approximately five years now. Ideas included small business ventures, however the economic recession has forced us to wait before moving forward on these. We expect to increase our base of financial supporters through our capital campaign efforts, so that our annual fundraising campaigns can be more successful. The expanded donor base from our capital campaign will provide unrestricted funds in the future. The savings in rent from our old building will partially be used for maintenance of the new building, for upgrades to staff salaries, and for restrictive funds costs. This should free unrestricted funds for efficient use in areas of greatest need.

<p>ROMA Goal 2, 4 and 6                  Low income People Become More Self-Sufficient; Partnerships among supporters and providers of services to low-income people are achieved; Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other support systems</p>	<p>DHHS Excels-Goals 1 and 3                  Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians; Offer outreach and services to individuals and families identified as being at risk of compromised health and safety.</p>
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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. Client custodial parents who are eligible for child support are referred to the Department of Social Services for child support services. ESR has, through a number of collaborative projects, direct linkage to DSS, and we are able to refer eligible clients directly to the appropriate department, and sometimes even to a specific person in that department.

13. Does your agency calculate return on investment for your CSBG program? If so, please explain and give the calculation.

At present, ESR does not calculate return on investment for any of our programs or specific fund sources, nor do we calculate it based on the total agency budget. To date we likely do not have enough data tracked to provide this information for past performance.

**Community Services Block Grant Program  
Fiscal Year 2013-14 Application for Funding  
Form 210**

**Agency Strategy for Eliminating Poverty**

**Planning Period:** July 1, 2013 to June 30, 2015

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

1. Give the Poverty Cause name, rank the poverty cause(s) and identify which one(s) the agency will address.  
Lack of comprehensive services for the purpose of enabling low-income families to become self-sufficient

2. Describe the poverty cause(s) in detail in the community with appropriate statistical data. Explain why the problem exists. Identify the segment of the population and give the number of people experiencing the problem. Explain how the persons are adversely affected.

**a. Describe the poverty cause in detail.**

Providing low-income families with comprehensive services (client assistance and case management) improves their opportunities to become self-sufficient. Lack of educational attainment and skills training are barriers that prevent low-income families from climbing the earnings ladder, which is a move toward self-sufficiency. Jobs, housing, or education, without supportive services designed to remove barriers, such as childcare, transportation, counseling needs, etc., often do not result in successful outcomes. Further, families with no supportive Success Coaching often lose jobs and housing within four months because of the lack of supports. Problems addressed in a piecemeal way rather than comprehensively are more likely to fail. While no agency can lift every family from poverty, those providing only limited services or services with no case management component seem to provide only limited relief to these distressed families and often do not address generational poverty at all. Comprehensive services address not only the immediate, critical needs of families in poverty, but attempt to remediate the broader range of barriers that exists for those families.

**b. Explain why the problem exists.**

The economic security of our families and children has been threatened in recent years due to increased poverty, industrial decline, slow job growth, and reduction in federal and state social services spending. 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 greatest.

Various agencies provide Success Coaching services for select populations in Forsyth County. However, these services are limited in scope and intensity, they focus upon individuals rather than families, and they are not comprehensive in nature. We are not aware of any other agency that provides comprehensive, customized, and integrated Success Coaching services and other supportive services offered by the Self-Sufficiency Program.

**c. Identify the segment of the population experiencing the problem.**

Single parent, female-headed households are at greatest risk of being persistently poor. New families are joining the ranks of the low-income from the middle class as the recession continues and jobs that pay enough to support families disappear. These newly impoverished families are steadily swelling the unemployment rolls, as well as increasing the volume of citizens seeking out supportive services.

**d. Quantify the number of persons experiencing the problem.**

Statistics prepared by the Conference on Poverty, Inc. suggested that there are 6,000 poor families with children in Forsyth County. This represents 12% of the total population in Forsyth County. Seventy-four percent (74%), or 4,440 families, are single parent, female-headed households. Conference on Poverty, Inc. statistics also suggested that there are 30,000 individuals (counting both families with children and individuals) in poverty in Forsyth County. The adverse effects of the current economic recession have caused the number of families and individuals in poverty in Forsyth County to increase. Also, the nation's savings rate for low to moderate income families is similar to the rate documented in 1933 which is the lowest in history.

**e. Clarify how the persons are adversely affected.**

Supportive services for the poor, including Success Coaching, are the most critical ingredients in empowering families to move toward self-sufficiency. Services offered without supportive services and intensive case monitoring are often unsuccessful. Recidivism often becomes a problem when comprehensive services are unavailable, as well; as poor families struggle to find ways to survive, they 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-sufficient, and either cannot access or do not know about resources in the community that can assist them. They take care of the immediate crisis through available services, but may still be only one illness or accident away from homelessness. As long as these families have difficulty taking advantage of comprehensive services that include individualized case management as well as supportive services, their children will also be more likely to remain impoverished, continuing the cycle of generational poverty.

**Section II: Resource Analysis (use additional sheets if necessary)****3. Resources Available:**

- a. Agency Resources:
  - Burton Street Shelter
  - Spring Street Shelter
  - Fifth Street Permanent Housing Facility
  - WSSU Interns (volunteers)

b. Community Resources:

**Training, In Kind Services**

American Red Cross  
 Career Connections and Prosperity Center  
 Department of Commerce  
 Employment Security Commission  
 Forsyth County Department of Social Services  
 Forsyth County Health Department  
 Forsyth County Mental Health Department  
 Forsyth Technical Community College  
 Goodwill Industries  
 JobLink Career Center  
 Lou Baldwin Realty  
 NC Cooperative Extension  
 Next Step Ministries  
 Second Harvest Food Bank of Northwest NC  
 Salem College  
 Veteran's Administration  
 Wake Forest University  
 WIA/JobLink Career Center  
 Winston-Salem Housing Authority  
 Winston-Salem Housing Authority  
 Winston-Salem State University  
 Winston-Salem/Forsyth County Homeless Council  
 Workforce Development Board

**Fund Sources**

MDC/EITC Carolinas  
 Kate B. Reynolds Charitable Trust  
 NC Department of Health & Human Services(OEO)  
 United Way of Forsyth County  
 Winston-Salem Foundation  
 W-S Community & Business Development Dept.  
 City of Winston-Salem  
 Department of Housing & Urban Development (HUD)  
 Department of Labor  
 FEMA  
 RJ Reynolds

**IDA Partner/Resource**

Center for Home Ownership (CHO)  
 Forsyth County Housing Department  
 Local Banks  
 Local Realtors  
 Habitat for Humanity  
 IDA Work Group  
 IDA Work Group  
 NC Housing Finance Agency  
 NC IDA Collaborative

**Referral**

Local Faith Community  
 Rescue Mission  
 Salvation Army  
 Samaritan Ministries  
 Crisis Control Ministries  
 Sunnyside Ministry  
 Battered Women's Shelter

**EITC/NC Saves Partner/Resource/Site**

Forsyth Working Families Partnership  
 Local Libraries  
 Local Banks  
 IRS  
 Offices Community Services  
 Goodwill Industries

4. Resources Needed:

a. Agency Resources:

Staff, volunteers, and financial resources

b. Community Resources:

Imprints (Promise Neighborhoods)  
 CHANGE  
 Volunteers  
 Mentors in a variety of life skills areas  
 Supportive Services

### Section III: Goal and Strategy

5. Long-Range Goal:  
To move 180 families above Poverty Income Guidelines by June 30, 2015
  
6. Strategies for Achieving Long-Range Goal:
  - Provide families with long-term Success Coaching and direct provision of services, resulting in the cost effective empowerment of clients leading to economic self-reliance.
  - Provide Success Coaching to low-income families along with a direct provision of services that results in an increase in family income and which will assist families to move 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.
  - Collaboration of services 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 circumstances and need to remove barriers affecting the unemployed and underemployed in their efforts to attain skills to enable them to compete in the job market.
  - Assist families in poverty to move along a continuum from homelessness, unemployment, and/or working poor to a level of economic self-sufficiency as defined by OEO poverty guidelines.
  - Provide educational training in career areas leading to employment paying a living wage and providing healthcare coverage for adults and children.
  - Provide self-sufficiency and housing services to low-income families who are being significantly affected by welfare reform initiatives, who are not homeless but present significant housing needs, and who are being affected by the present economic recession.
  - Provide economic literacy training and associated programs with the goals of:
    - a. Changing savings/spending habits,
    - b. Creating a realistic family budget,
    - c. Illustrating the need for increases in earned income levels,
    - d. Persuading families to take advantage of Earned Income Tax Credits (EITC), free tax preparation services and to make wise use of their tax refund money,
    - e. Promoting savings, investment, wealth accumulation, and asset building, rather than spending and consumption, as a way to increase net worth,
    - f. Promoting asset accumulation as a new tool for combating generational poverty,
    - g. Introducing clients to the Individual Development Account program as a new tool to combat generational poverty,
    - h. Introducing clients to a concept called NC Saves (built upon the same concept of "America Saves"), which will assist households in opening an interest bearing savings account without service charges at a local bank. This program was designed to assist in accumulation of financial savings, teach savings habits, teach financial literacy, provide a wealth coach, establish good credit, and reduce debt.
    - i. Assist clients in improving their overall level of social functioning and to provide an opportunity for clients to invest their social capital into the community (Empowerment Series Forums/Meetings).
    - j. Use other ESR in-house programs such as IDA, NC Saves, and EITC/VITA to supplement and support our core services provided in the Self-Sufficiency Program. We have learned that homeownership (IDA), receiving tax refund monies and investing them wisely (EITC), accumulating savings (NC Saves) and learning how to decrease debt and build net worth (Economic Literacy) all help to remove families from lives of poverty forever.

**Community Services Block Grant Program  
Fiscal Year 2013-14 Application for Funding  
One-Year Work Program  
Form 212 (continued)**

Section I: Project Identification							
1. Project Name:	Self-Sufficiency Program						
2. Poverty Cause Name:	Lack of comprehensive services for the purpose of enabling low-income families to become self-sufficient.						
3. Long-Range Goal:	To move 180 families above Poverty Income Guidelines by June 30, 2015.						
4. Selected Strategy:	To provide families with long-term Success Coaching and direct provision of services, resulting in the cost effective empowerment of clients leading to economic self-reliance.						
5. Project Period:	July 1, 2013	To	June 30, 2015	Plan Year	1	of	3
6. CSBG Funds Requested for this Project:	\$548,282						
7. Total Number Expected to Be Served:	180						
a. Expected Number of New Clients	80						
b. Expected Number of Carryover Clients	100						
8. Number expected to be moved above Federal Poverty Guidelines this year (Self-Sufficiency Projects):							60
9. Percent of Long-Range Goal Expected to be Met this Year (For projects other than Self-Sufficiency):							

Section II: One-Year CSBG Program Objective and Activities						
Activities	Position Title(s)	Implementation Schedule				
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter	
<b>Project Objective:</b> To provide 180 families with long-term Success coaching and direct provision of services, resulting in the cost effective empowerment of clients leading to economic self-reliance during the period of July 1, 2013 through June 30, 2014.	All staff are involved directly or indirectly in meeting this objective.	120 (20 new)	140 (20 new)	160 (20 new)	180 (20 new)	
1. Obtain detailed case record information in order to determine eligibility and needs. Eligibility will be verified on 100% of ESR's cases. Every effort will be made to maintain file integrity and client privacy.	Director of Agency Operations Self-Sufficiency Service Manager Outreach Service Coordinator Success Coach I Executive Program Assistant Administrative Assistant Orientation Specialist Reception/Resource & Referral Agent Technical Support Associate	(20 new)	(20 new)	(20 new)	(20 new)	



**Community Services Block Grant Program  
Fiscal Year 2013-14 Application for Funding  
One-Year Work Program  
Form 212 (continued)**

Section II: One-Year CSBG Program Objective and Activities (continued)					
Activities	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
2. Examine and evaluate individual client situation to determine services needed to promote self-sufficiency.	Dir. of Agency Operations SS Service Manager Outreach Service Coordinator Success Coach I Exec. Program Assistant Administrative Assistant Orientation Specialist Receptionist/Resource & Referral Agent	120 (20 new)	140 (20 new)	160 (20 new)	180 (20 new)
3. Develop a <u>Success Plan</u> , including short-term objectives and long-term goals with each new client to provide comprehensive services for enabling self-sufficiency.	Dir. of Agency Operations SS Service Manager Outreach Service Coordinator Success Coach I	20 (20 new)	40 (20 new)	60 (20 new)	80 (20 new)
4. Formulate or update service plans as necessary with each client. Periodically review cases for quality control (minimum of every two weeks, maximum every 90 days)	Dir. of Agency Operations SS Service Manager Outreach Service Coordinator Success Coach I Exec. Program Assistant Administrative Assistant Orientation Specialist	120 (20 new)	140 (20 new)	160 (20 new)	180 (20 new)
5. Accept and track referrals from and refer individuals to as many appropriate resources as necessary. Follow up/track referrals accepted from other resources to determine program enrollments, program completions and results. This is designed to increase accessibility to services in a community that is rich in resources and saves ESR's resources by having the human service agency receiving the referral to activate its resources to serve the client.	Dir. of Agency Operations SS Service Manager Outreach Service Coordinator Success Coach I Exec. Program Assistant Admin Assistant Orientation Specialist Receptionist/Resource & Referral Agent		<b>ONGOING</b>		

Section II: One-Year CSBG Program Objective and Activities (continued)						
Activities	Position Title(s)	Implementation Schedule				
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter	
6. To continue our cooperative work agreement with the TANF/ WorkFirst program, including a formal work agreement for IDA. The CSBG Self-Sufficiency Program is a form of WorkFirst Diversionary assistance in Forsyth County.	Executive Director Dir. of Agency Operations Self-Sufficiency Service Manager		ONGOING			
7. Provide financial assistance for clients needing supportive services (food, shelter, household expenses, clothing, childcare, and transportation), work and education-related expenses, or any other barrier to self-sufficiency. Communication with Community Emergency Assistance Providers will be accomplished through the CHIN system of MIS.	Dir. of Agency Operations SS Service Manager Outreach Service Coordinator Success Coach I	120 (20 new)	140 (20 new)	160 (20 new)	180 (20 new)	
8. Provide individual counseling in such areas as: life skills, employment, housing, domestic violence prevention, emotional/ behavioral stability, homeownership (IDA), economic literacy, asset building, savings (NC Saves), tax returns (EITC), etc.	Dir. of Agency Operations SS Service Manager Outreach Service Coordinator Success Coach I	120 (20 new)	140 (20 new)	160 (20 new)	180 (20 new)	
9. Coordinate Self-Sufficiency activities with all ESR services (such as the Individual Development Account Program (first time homeownership), the Housing Program, Permanent Housing, NC Saves, EITC, and Economic Literacy Training) through intra-agency referrals, interagency referrals, joint case staffings, and self-sufficiency training of adjunct staff by the Director of Agency Operations).	Dir. of Agency Operations SS Service Manager Outreach Service Coordinator Success Coach I		ONGOING			
10. Formulate, coordinate and conduct workshops designed to provide and/or enhance knowledge and skills needed to cope with or escape from a poverty lifestyle, i.e. consumer information, economic literacy, asset building, safety and crime prevention, parenting, etc.	Dir. of Agency Ops SS Service Manager Outreach Service Coordinator.	1	1	1	1	

**Community Services Block Grant Program  
Fiscal Year 2013-14 Application for Funding  
One-Year Work Program  
Form 212 (continued)**

Section II: One-Year CSBG Program Objective and Activities (continued)					
Activities	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
11. Accumulate detailed information through the maintenance of a case file system and a computerized client assistance recording software package (AR4CA). AR4CA stores and retrieves information efficiently and effectively.	Dir. of Agency Ops SS Service Manager Outreach Svc Coord. Success Coach I Exec. Program Asst Admin Assistant Orientation Specialist Receptionist/Resource & Referral Agent		ONGOING		
12. Develop and document a job enhancement service plan emphasizing job development, job search, job placement, wage progression, healthcare coverage, future training, job retention, educational upgrade, transportation, childcare, and related topics. We have two staff persons spending a portion of their time at our local JobLink Center, ESC office, and at Prosperity Center.	Dir. of Agency Ops SS Service Manager Outreach Service Coordinator Success Coach I	120 (20 new)	140 (20 new)	160 (20 new)	180 (20 new)
13. 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. ESR's attendance at local meetings is exemplary.	Dir. of Agency Ops Development/ Agency Relations Mgr		ONGOING		
14. Conduct annual evaluations of services and staff. This evaluation will include data from monthly, quarterly and semi-annual reviews.	Executive Director Dir. of Agency Operations SS Service Manager				May 2013

**Community Services Block Grant Program  
Fiscal Year 2013-14 Application for Funding  
One-Year Work Program  
Form 212 (continued)**

Section II: One-Year CSBG Program Objective and Activities (continued)					
Activities	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
15. Staff cases with other agencies providing services as appropriate. These joint case staffings will assist in the activation of all available community resources in assisting families in becoming self-sufficient. The "Success" project will serve as the lead project for joint case staffings with agencies providing human services in Winston-Salem/Forsyth County.	Dir. of Agency Ops SS Service Manager Outreach Svc Coord Success Coach I		<b>ONGOING</b>		
16. Obtain clients from walk-ins, direct referrals, and recruitment efforts that result in clients coming to the Experiment In Self-Reliance to access services (i.e. clients come to ESR) Identify, outreach, and recruit potential participants in low-income communities to ensure that services are being made available to eligible clients who might not otherwise access services at the Experiment In Self-Reliance (i.e. ESR goes to the clients). The EITC VITA tax sites are providing ESR an opportunity to serve CSBG eligible clients that have never been in contact with self-sufficiency services before.	Dir. of Agency Ops SS Service Manager Outreach Service Coordinator Success Coach I Development/ Agency Relations Mgr	20 (20 new)	40 (20 new)	60 (20 new)	80 (20 new)
17. Plan and coordinate our annual Back to School Drive to prepare youth/children to enter or return to school in the fall.	Dir. of Agency Ops Dvmt/ Agency Rel Mgr Outreach Svc. Coords Success Coach I Admin Assistant Orientation Specialist Recpt/Resource & Ref. Agent	July	October		

**Community Services Block Grant Program  
Fiscal Year 2013-14 Application for Funding  
One-Year Work Program  
Form 212 (continued)**

Section II: One-Year CSBG Program Objective and Activities (continued)					
Activities	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
18. Ensure that ROMA goals are met, including the capturing, analyzing and publicizing of performance outcome results and management accountability.	Dir. of Agency Ops SS Service Manager Outreach Svc Coord Success Coach I Development/ Agency Relations Mgr Tech Support Associate Exec. Program Asst Admin Assistant		<b>ONGOING</b>		
19. Collaborate Self-Sufficiency services with the Earned Income Tax Credit Program. All CSBG clients are strongly encouraged to have their taxes prepared for free; 90 are expected to do so. They will claim the EITC (if eligible), and will receive asset building counseling to provide sound advice on wise uses of tax refund dollars.	Dir. of Agency Os SS Service Manager Outreach Svc Coord Success Coach I Development/ Agency Relations Mgr Tech Support Associate Exec. Program Asst Admin Assistant	5	10 (5 new )	80 (70 new)	90 (10 new)
20. To continue expanding the NC Saves Project. This model of services assists 40 CSBG clients in opening interest bearing savings accounts at local banks with no service charges. This allows ESR Success Coaches to assist CSBG clients in changing their spending/savings habits. Our CSBG Success Coaches have been trained to provide financial literacy education and one-on-one financial counseling.	Dir. of Agency Operations SS Service Manager Outreach Svc Coord Success Coach I	10 (10 new)	20 (10 new)	30 (10 new)	40 (10 new)

**Community Services Block Grant Program  
Fiscal Year 2013-14 Application for Funding  
One-Year Work Program  
Form 212 (continued)**

<b>Section II: One-Year CSBG Program Objective and Activities (continued)</b>					
Activities	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
21. Implement new strategic planning strategies through all ESR departments and programs. CSBG funded staff will continue to be out-stationed at the Forsyth Technical Community College West Campus to act as a liaison for ESR clients with educational needs. CSBG funded staff will also continue to provide services at The Department of Commerce/Division of Workforce Solutions and the Goodwill JobLink satellite to act as a liaison between ESR clients and employment and employment training opportunities.	Dir. of Agency Ops Tech Support Associate Development/ Agency Relations Mgr Outreach Svc. Coord. Success Coach I Executive Assistant Admin Assistant Orientation Specialist Recpt/Resource & Ref. Agent		<b>ONGOING</b>		
22. ESR's CSBG funded staff will continue to work collaboratively with the Housing Authority of Winston-Salem to help HAWS reach their requirement for funding, to provide self- sufficiency services to HAWS Residents, and to attend HAWS meetings regularly to remain abreast of the barriers to self-sufficiency experienced by HAWS residents.	SS Service Manager IDA Program Manager Outreach Svc. Coord. Success Coach I Orientation Specialist Recpt/Resource & Ref. Agent		<b>ONGOING</b>		
23. At the request of our W-S City Council Members, ESR will emphasize direct provision of Success Coaching services to veterans. The focus of these services will be to remove barriers to self-sufficiency and to empower Veterans to become economically and socially self-sufficient.	Dir. of Agency Ops SS Service Mgr Outreach Svc. Coord Success Coach I Admin Assistant Orientation Spec Recpt/Resource & Ref. Agent	4 (2 new)	6 (2)	8 (2)	10 (2)

**Community Services Block Grant Program  
Fiscal Year 2013-14 Application for Funding  
One-Year Work Program  
Form 212 (continued)**

Section II: One-Year CSBG Program Objective and Activities (continued)					
Activities	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
24. ESR's focus on financial literacy and asset building has become a growing program trend for our clients. We want to continue to focus on bringing additional resources to bear that will offer more clients of our core program access to this type of training, education, and information. We have leveraged local funding sources to provide Financial Literacy and Asset Building classes such as Money Management and Budgeting Your Money Effectively in partnership with local banks and Consumer Credit Counseling.	Executive Director Dir. of Agency Ops SS Service Manager Outreach Svc. Coord Success Coach I Admin Assistant Orientation Specialist Recpt/Resource & Ref. Agent		ONGOING		
25. We are a part of a community wide plan to examine Asset Poverty. As part of this collaborative initiative with the city of Winston-Salem and Forsyth County, we will be expanding the EITC Program and potentially the IDA Program as well. This plan will emphasize economic literacy training to families to help break the cycle of generational poverty and give citizens more of a stake in their community.	Executive Director Dir. of Agency Ops Sr. Finance Director SS Service Manager Housing Service Manager Dvmt/ Agency Relations Mgr IDA Program Director		ONGOING		

**Community Services Block Grant Program  
Fiscal Year 2013-14 Application for Funding  
One-Year Work Program  
Form 212 (continued)**

10. Use the tables below to enter your agency's projected outcome results (targets). The outcome measures will be included in the agency's CSBG contract.

All CSBG grantees operating self-sufficiency projects are required to complete Table 1. All CSBG grantees operating non self-sufficiency projects are required to enter applicable outcomes in the Table 2. If your agency operates more than one non self-sufficiency project, please add tables as needed. There should be one table of outcome measures per project.

<b>Table 1 Outcome Measures for Self-Sufficiency Projects</b>	
<b>Project Name:</b>	<b>Expected to Achieve the Outcome in Reporting Period (Target)</b>
<b>Outcome Measures</b>	
Number of persons served	180
The number of low-income families rising above the poverty level	60
The average change in annual income per participant family (in whole #s)	\$10,000
The number of participants obtaining employment/better employment	24
The number of participants obtaining jobs with medical benefits	12
The participant average wage rate	\$10.00 per hour
The number of participants completing education/training programs	24
The number of participants securing standard housing	4
The number of participants provided emergency assistance	4

<b>Table 2 Outcome Measures for Non Self-Sufficiency Projects</b>	
<b>Project Name:</b>	<b>Expected to Achieve the Outcome in Reporting Period (Target)</b>
<b>Outcome Measures</b>	
Number of persons served	



**Community Services Block Grant Program  
Fiscal Year 2013-14 Application for Funding  
One-Year Work Program  
Form 212 (continued)**

11. 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 2013-14 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:

The Board of Directors approves the evaluation process, the evaluation plan, and the Evaluation Process Narrative (EPN). The actual development of the evaluation process, the evaluation, and the EPN is the responsibility of the Program Committee of the Board, utilizing the services of various staff persons. The Program Committee coordinates and implements the Board's evaluation of all programmatic operations. Further evaluation is achieved dividing the Board into ad hoc committees of 3 to 4 members each, with each committee consisting of at least one representative from each sector of the Board. There will be an ad hoc committee assigned to various components as determined by the Board Chair. 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 for particular circumstances.
  - b. Low-Income Community:

In addition to Board representation, the Poor sector reviews our program at public meetings, public hearings, 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 our Homeless Council meetings, Shelter Providers meetings, and at our 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. Feedback from the low-income community was especially emphasized as ESR restructured our election process for representatives of the Poor on our Board. Organizing the election process was used not only to set up elections, but also to receive 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 being reported to the full 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, yearly strategic planning process, 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 are often invited to Board meetings to share their experiences while enrolled in ESR Programs.

d. Others:

At various times during the year, ESR staff members meet with other 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.

Dr. Andrew Doublestein (Conference on Poverty), Dr. Anderson (Wake Forest University), Mr. Nat Irvin (Community Leader), Winston-Salem City Council, Forsyth County Commissioners, Johnson-West Associates, Inc., Dr. Robert Jennings, The Planning Edge, Mr. Chuck Chambers, and all of our local funding sources have been involved in assessment and evaluation activities in Winston-Salem. Also, our community collaborative partners are surveyed during the CSBG planning process to solicit their ideas regarding the CSBG plan and any changes that might need to occur. Since ESR's restructuring activities of 1997, assessment and evaluation activities have been emphasized and will continue to be implemented in the future.

It should be noted that 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 crucially important to the operation of CSBG funded programs.

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

For each system, the Board will reaffirm or establish:

- Basic function of the system
- Management practices regulated by the system
- Roles and responsibility assignments (Board, committees, community groups, low-income representatives, staff, etc.)
- Corrective action procedure
- Record keeping and documentation
- Schedules and deadlines
- Reviewing the overall management system in terms of its effectiveness and relevance
- Review the internal communications system to determine whether it provides for clear and precise channels for the flow of information
- Review personnel procedures to determine whether they are sufficiently comprehensive and the extent to which they are followed
- Review of Program Outcome Measures to evaluate, assess, and monitor validity, reliability, objectivity, and successful completion of program goals and objectives.

3. 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. Monitoring of the administrative and management functions is part of the activities reviewed. The results of evaluations and impact studies will be used in future planning efforts. When the evaluation indicates a need for immediate

corrective action, such action is taken on direction from the full Board after adequate review by the appropriate 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 difficulties. The committee receives staff assistance as requested in developing possible solutions or modifications. Recommendations by the committee are submitted to the full Board for approval. After Board approval, the Board implements the recommendations or modifications and plans and projects may be amended as appropriate. Activities intensify in this area when new programs or program changes are being discussed.

The cumulative record of assessments and evaluations will be utilized as an instrument for the needs assessment, goal development, and strategy selection phases in the development of the current three-year CSBG plan (2013-2015).

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

The Board's procedure for conducting the agency self-evaluation is recorded as follows:

- a. An ad hoc committee is appointed to manage the evaluation process.
- b. A bidding process is established to select a consultant to conduct the evaluation.
- c. A consultant is selected.
- d. The consultant works with the ad hoc committee to plan, implement, and follow up with the evaluation.
- e. The ad hoc committee is responsible for ensuring that action steps are fully implemented and that recommendations are fulfilled.
- f. A follow-up evaluation is scheduled by the consultant to monitor the progress of the Agency in meeting the final goals of the self-examination.

A self-evaluation is scheduled to be conducted every three to five years. It should be noted that self-evaluations occur annually on a smaller scale. The Board evaluates program annual results at its annual meeting every September. Also, the United Way requires an annual self-evaluation as part of our requirements to continue to be a United Way sponsored agency.

5. 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 when the next evaluation will begin and be completed.

The results of the most recent strategic planning process included a self-evaluation. ESR's Asset Building Programs IDA and EITC were reviewed to align with the community-wide study which 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 EITC/VITA program served nearly 3000 people; this tax season (2012), the goal is to help closer to 5000. The EITC/VITA program seeks to educate taxpayers about the Earned Income Tax Credit and assist them in receiving the credit for their household. In the past two years, we have saved taxpayers at least \$1 million in total tax refunds to Forsyth County, half of which stemmed from the EITC credit.

The EITC Program is one of the largest anti-poverty programs in the US, seeking to lift 6.6 million people out of poverty. 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.

The new evaluation process began in December 2011 and will end in January 2013. The ESR Board of Directors chose to initiate a new strategic planning process, which includes a complete agency evaluation, every 3-5 years. Once initiated, the evaluation should be completed within 1½ years. The Executive Committee of the Board of Directors is currently discussing ways to implement our new strategic plan.

Funding from the Winston-Salem Foundation will fund our strategic planning process. Karl Yena, an outside consultant, was chosen to conduct the strategic planning process. The result of the process is a five-year strategic plan, covering the time period from 2013 through 2017. ESR's Board of Directors will participate in a retreat and planning process on December 5, 2012 and a final vote for the plan will be during the January 2013 Board meeting. The planning process required intensive participation and input from the Board of Directors and its various committees, representatives of ESR's collaborative partners, current, past, and prospective clients, community leaders, political leaders, business interests, and ESR staff. Numerous focus groups, meetings, surveys, and related were conducted. Major tasks/changes regarding this plan are documented as follows.

- Revise vision and mission statements
- ESR will align with community goals
- Revise "Core Values"
- Update Succession Plan
- Establish Salary Rate Scale
- 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.
- Develop Talent/Retention Plan to maintain leadership team and provide necessary leadership skills for the future
- Change Transitional Housing Program to Housing Services to meet new HUD guidelines
- ESR will continue to be the community leader in providing Self-Sufficiency, Housing Services, IDA, EITC, and NC Saves services
- 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
- ESR will continue to work in concert with the Winston-Salem/Forsyth County 10 Year Plan to End Chronic Homelessness
- 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. ESR has purchased land in the community to continue to be easily accessible to our target population, to modernize our facilities, and to preserve our rich cultural heritage.
- The secondary goal of ESR's capital campaign is to expand our donor base to provide additional fundraising opportunities for the future. ESR will host a 50<sup>th</sup> Year Celebration with will launch our Annual Giving Campaign

**Community Services Block Grant Program  
Fiscal Year 2013-14 Application for Funding  
Administrative Support Worksheet  
Form 212A**

1. Administrative Support requested for (Name of Grant): <b>SUPPORTIVE HOUSING PROGRAM</b>		
2. Total amount of Administrative Support requested: <u>\$10,000</u>		
3. Brief description of grant including the name of the funding source: HUD funds passed through City of Winston-Salem. The focus provision of Success Coaching to ensure permanent housing placement, increase in skills and incomes of clients and improvement in the self-determination of program participants.		
4. Total Grant Amount:	\$95,786	
5. Give the reason for requesting Administrative Support from CSBG and describe how the funds will be used: (Attach supporting documentation in the Appendices) Indirect costs for SHP salaries. Budget only allows direct program personnel expenses. Forty-three percent of Forsyth County and City of Winston-Salem funding was lost in 2002-2003 (\$94,015) which supported this program and has not been replaced by other sources. Local funding continues to be reduced. ESR seeks other funding to replace these operating losses, but has not been successful.		
6. How will the agency track the CSBG funds used for Administrative Support? As monthly SHP and CSBG reports are completed, actual salary x rate will be computed and kept as backup to reports (YTD totals)		
7. Basis for determining amount of Administrative Support needed. (Please select either Indirect Costs or Cost Allocation, not both.)		
<b>Indirect Costs</b>		
Indirect Cost Base	*Salaries	
Indirect Cost Rate %:	45.27%	
Indirect cost base mount for this grant:	\$64,000	
Percent indirect allowed by funding source for this grant:	0%	
Dollar amount indirect allowed by funding source for this grant:	\$2,336	
<b>Cost Allocation</b>		
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:	$\begin{aligned} & \$64,000 \times 45.27\% = \$28,973 \\ & \$28,973 - 2,336 = 26,637 \\ & \text{Reduced Budget limits charges to 10,000} \end{aligned}$	
9. Administrative Support to be applied: (choose one)	Monthly	<b>X</b>
	Quarterly	
	Annually	

AGENCY BUDGET INFORMATION

Budget Type:

Annual Application:  x

Amendment:

Budget Change:

Section 1. IDENTIFICATION

Agency Name:

EXPERIMENT IN SELF-RELIANCE, INC.

Contract Period:

July 1, 2013 - June 30, 2014

SECTION II. CONTRACT SUMMARY

CSBG	Total Direct Costs	Total Indirect Costs	Admin. Support (CSBG Only)	Total Contract Amount
	\$427,272	\$121,010	\$10,000	\$558,282
<b>TOTAL OEO CONTRACT AMOUNT</b>				<b>\$558,282</b>

CSBG ADMINISTRATIVE SUPPORT: Insert name of program supported by CSBG and the amount of support indicated on the Administrative Support Worksheet (OEO Form 212A).

Supportive Housing Prog. (SHP)	\$10,000	(Insert Program Name)	\$0
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SECTION III. BUDGET SUMMARY

OBJECT CATEGORIES	Self-Sufficiency	(Insert Program Name)	PROGRAM TOTALS	COUNTY TOTALS
Salaries & Wages	\$267,307	\$0	\$267,307	\$267,307
Fringe Benefits	\$99,405	\$0	\$99,405	\$99,405
Equipment	\$0	\$0	\$0	\$0
Communication	\$5,934	\$0	\$5,934	\$5,934
Space Cost	\$31,003	\$0	\$31,003	\$31,003
Travel	\$4,823	\$0	\$4,823	\$4,823
Supplies/Materials	\$4,380	\$0	\$4,380	\$4,380
Contractual	\$11,962	\$0	\$11,962	\$11,962
Client Services	\$2,458	\$0	\$2,458	\$2,458
Other	\$0	\$0	\$0	\$0
<b>Total Direct Costs</b>	<b>\$427,272</b>	<b>\$0</b>	<b>\$427,272</b>	<b>\$427,272</b>
<b>Indirect Costs</b>				
Approved Rate: 45.27%	\$121,010	\$0	\$121,010	\$121,010
Base: Salaries \$267,307				
<b>TOTALS</b>	<b>\$548,282</b>	<b>\$0</b>	<b>\$548,282</b>	<b>\$548,282</b>







0

**SECTION IVa. - BUDGET SUPPORT DATA**

COST CATEGORY				Self-Sufficiency	(Insert Program Name)	TOTAL
<b>EQUIPMENT</b>						
	Description	Quantity	Unit Price			
						\$0
						\$0
						\$0
						\$0
						\$0
						\$0
						\$0
						\$0
						\$0
						\$0
<b>TOTAL EQUIPMENT</b>				\$0	\$0	\$0
<b>COMMUNICATIONS</b>						
						\$0
	local/long distance telephone/internet					\$0
	\$54.48 mo. X 8.25 extensions x 12 months			\$5,394		\$5,394
						\$0
	Postage 100 pieces avg./mo. X .45 x 12 months			\$540		\$540
						\$0
						\$0
						\$0
						\$0
						\$0
						\$0
						\$0
						\$0
<b>TOTAL COMMUNICATIONS</b>				\$5,934	\$0	\$5,934

**SECTION IVb - BUDGET SUPPORT DATA**

<b>COST CATEGORY</b>		<b>Self-Sufficiency</b>	<b>(Insert Program Name)</b>	<b>TOTAL</b>
<b>SPACE COST</b>				
Rent \$6,110 mo. X 12 months x 1/3		\$24,440		\$24,440
water/sewer \$53 mo. Avg. x 12 months x 1/3		\$212		\$212
electricity \$1,263 mo. Avg. x 12 months x 1/3		\$5,052		\$5,052
Pest control \$52 mo. X 12 mos. X 1/3		\$208		\$208
Trash collection \$50 mo. X 12 months x 1/3		\$200		\$200
Elevator service (annual) \$2,673 x 1/3		\$891		\$891
				\$0
				\$0
<b>TOTAL SPACE COSTS</b>		\$31,003	\$0	\$31,003
<b>TRAVEL</b>				
Meals/lodging (per diem)				\$0
Meals avg. \$56.75 per day x 4 days x 3 staff		\$681		\$681
Lodging avg. \$100.66 per day x 4 days x 3 staff		\$1,208		\$1,208
Conference registration \$300 avg. x 3 staff		\$900		\$900
Mileage 1200 miles avg. x 3 staff x .565		\$2,034		\$2,034
				\$0
				\$0
				\$0
<b>TOTAL TRAVEL</b>		\$4,823	\$0	\$4,823
<b>SUPPLIES/MATERIALS</b>				
Office and computer supplies (pens, paper, folders, clips, cartridges, pads, etc.)				\$0
\$295 month avg. x 12 mos.		\$3,540		\$3,540
				\$0
Janitorial supplies (paper towels, tissue, soap, etc.) \$70 mo. Avg. x 12 months		\$840		\$840
				\$0
				\$0
				\$0
<b>TOTAL SUPPLIES/MATERIALS</b>		\$4,380	\$0	\$4,380



**SECTION IVd. - BUDGET SUPPORT DATA**

COST CATEGORY		Self-Sufficiency	(Insert Program Name)	TOTAL
<b>CLIENT SERVICES</b>				
				\$0
Tuition \$307.25 avg. x 8 clients		\$2,458		\$2,458
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
<b>TOTAL CLIENT SERVICES</b>		\$2,458	\$0	\$2,458
<b>OTHER (specify)</b>				
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
				\$0
<b>TOTAL OTHER</b>		\$0	\$0	\$0

COUNTY BUDGET

FISCAL YEAR

July 1, 2013 - June 30, 2014

AGENCY EXPERIMENT IN SELF-RELIANCE, INC.

	COUNTY NAME(S)										TOTAL
	(County)	(County)	(County)	(County)	(County)	(County)	(County)	(County)	FORSYTH CO.	(County)	
Per County Allocation									\$558,282		
<b>Expense Categories</b>											
Salaries & Wages									\$267,307		\$267,307
Fringe Benefits									\$99,405		\$99,405
Equipment											\$0
Communication									\$5,934		\$5,934
Space Costs									\$31,003		\$31,003
Travel									\$4,823		\$4,823
Supplies/Materials									\$4,380		\$4,380
Contractual									\$11,962		\$11,962
Client Services									\$2,458		\$2,458
Other											\$0
Total Direct Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$427,272	\$0	\$427,272
Indirect Costs									\$121,010		\$121,010
Admin Support (CSBG only)									\$10,000		\$10,000
<b>Total Costs</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$558,282	\$0	\$558,282

**TOTAL AGENCY BUDGET**

AGENCY EXPERIMENT IN SELF-RELIANCE, INC.

FISCAL YEAR July 1, 2013 - June 30, 2014

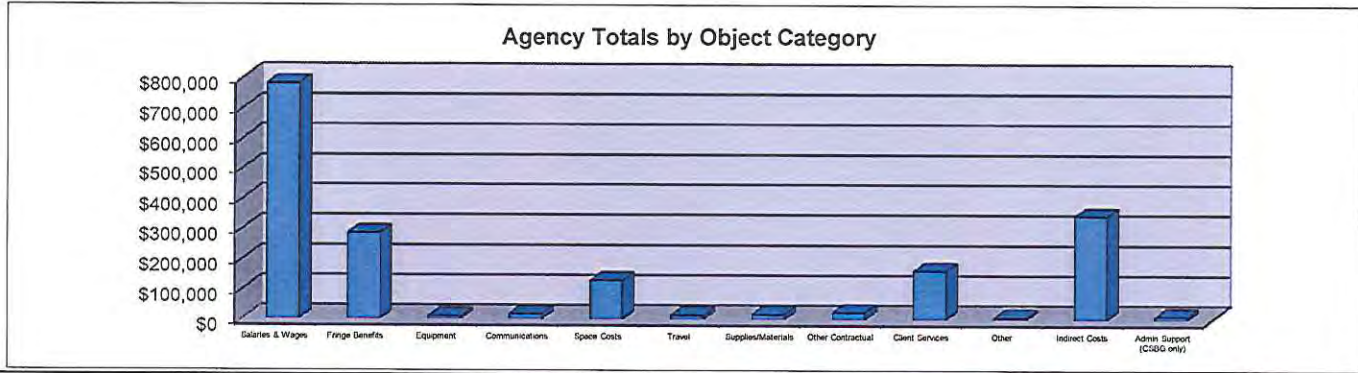
Please check one			
INDIRECT COST BASE:	Total Direct Costs	X Salaries/Wages	Salaries/Fringes
INDIRECT COST RATE:	45.3%		

OBJECT CATEGORIES	PROGRAM NAMES										TOTAL
	CSBG	ESG	Permanent Supportive Housing	Housing Services	Supportive Housing	United Way	KBR Self-Sufficiency	Individual Development Account	Earned Income Tax Credit Program	Special Projects Local	
Salaries & Wages	\$267,307		\$42,112	\$110,809	\$64,000	\$142,774		\$85,645	\$71,000		\$783,647
Fringe Benefits	\$99,405		\$23,056	\$26,539	\$29,450	\$59,256		\$25,971	\$22,438		\$286,115
Equipment	\$0		\$4,000	\$5,707							\$9,707
Communication	\$5,934		\$2,400	\$4,500		\$2,248		\$1,213	\$1,500		\$17,795
Space Cost	\$31,003	\$17,052	\$19,000	\$29,808		\$13,306				\$20,000	\$130,169
Travel	\$4,823		\$150	\$5,460		\$1,000		\$1,250	\$1,200		\$13,883
Supplies/Materials	\$4,380		\$2,500	\$4,400		\$650		\$2,417	\$2,000	\$455	\$16,802
Contractual	\$11,962			\$4,500		\$2,500		\$4,000		\$992	\$23,954
Client Services	\$2,458			\$40,000			\$100,000	\$20,000			\$162,458
Other	\$0		\$1,071					\$2,000	\$3,834		\$6,905
<b>Total Direct Costs</b>	<b>\$427,272</b>	<b>\$17,052</b>	<b>\$94,289</b>	<b>\$231,723</b>	<b>\$93,450</b>	<b>\$221,734</b>	<b>\$100,000</b>	<b>\$142,496</b>	<b>\$101,972</b>	<b>\$21,447</b>	<b>\$1,451,435</b>
Indirect Costs	\$121,010		\$538	\$20,000	\$2,336	\$5,800	\$10,000	\$3,804		\$181,246	\$344,734
Admin Support (CSBG only)	\$10,000										\$10,000
<b>Total Costs</b>	<b>\$558,282</b>	<b>\$17,052</b>	<b>\$94,827</b>	<b>\$251,723</b>	<b>\$95,786</b>	<b>\$227,534</b>	<b>\$110,000</b>	<b>\$146,300</b>	<b>\$101,972</b>	<b>\$202,693</b>	<b>\$1,806,169</b>

OBJECT CATEGORIES	PROGRAM NAMES										TOTAL
	(Insert Program Name)	(Insert Program Name)	(Insert Program Name)	(Insert Program Name)	(Insert Program Name)	(Insert Program Name)	(Insert Program Name)	(Insert Program Name)	(Insert Program Name)	OTHER	
Salaries & Wages											\$0
Fringe Benefits											\$0
Equipment											\$0
Communications											\$0
Space Costs											\$0
Travel											\$0
Supplies/Materials											\$0
Contractual											\$0
Client Services											\$0
Other											\$0
<b>Total Direct Costs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Indirect Costs											\$0
<b>Total Costs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

TOTALS BY OBJECT CATEGORY

OBJECT CATEGORY	TOTALS
Salaries & Wages	\$783,647
Fringe Benefits	\$286,115
Equipment	\$9,707
Communications	\$17,795
Space Costs	\$130,169
Travel	\$13,883
Supplies/Materials	\$16,802
Other Contractual	\$23,954
Client Services	\$162,458
Other	\$6,905
<b>Total Direct Costs</b>	<b>\$1,451,435</b>
Indirect Costs	\$344,734
Admin Support (CSBG only)	\$10,000
<b>Agency Totals</b>	<b>\$1,806,169</b>





### OEO Form 225N-The Budget Narrative

Item	Description		
<b>Section III-Budget Summary</b>			
Indirect Cost Rate Information	ESR has no cognizant agency; an outside auditor that does not do our audit, Butler & Burke, prepared an Indirect Cost Rate Proposal Examination Report 1/3/12 which is good for two years.		
<b>Section IV-Salary and Wages</b>			
Staff Names and Positions	Fred Bazemore – Dir. Agency Ops (50% CSBG;50% Management Services);		
	Sherri Paysour – SS Mgr(100% CSBG);		
	Willa Hines – Receptionist/Resource& Referral Agent/Refer (75% CSBG; 25% Housing)		
	Deborah Joyner – Orientation Specialist (75% CSBG; 25% Housing)		
	Beverly Alexander- Outreach Service Coordinator (75% CSBG; 25% United Way)		
	Ola Ashford – Outreach Service Coordinator (75% CSBG; 25% United Way)		
	Paige Winn – Success Coach I (100% CSBG)		
	Monique Wells– Success Coach I (100% CSBG)		
	Deborah Thomas – Executive & Program Assistant (40% CSBG; 60% Management Services)		
	Shadowe Fahrney – Administrative Assistant (75% CSBG; 25% Management Services)		
	Adrian Mack – Technical Support Associate (40% CSBG; 60% United Way)		
	Casie Hammons – Development/Agency Rel. Mgr (20% CSBG; 80% United Way)		
<b>Section IVa-Budget Support Data</b>			
Fringe Benefits	Calculations provided on OEO Form 225		
Communications	Calculations provided on OEO Form 225		
<b>Section IVb-Budget Support Data</b>			
Equipment			
<b>Section IVc-Budget Support Data</b>			
Space Costs	ESR main office, cost shared with United Way and Local funds 33.33% each		
Travel	All calculations are provided in OEO Form 225, NCCAA Spring Conference; mileage rate increase		
Supplies/Materials	All explanations are provided in OEO Form 225		
<b>Section IVd-Budget Support Data-Contractual</b>			
Sub-contractor [DBA if applicable]	Preston Sims & Darden, P.A.	Primary Contact	Mark T. Preston
Address/Phone	3410 Healy Drive, Suite 201-K Winston-Salem, NC 27103		
Service Description	Agency audit and Form 990		
Payment Arrangement	\$100 per hour billing rate with a maximum of \$17,000	Contract Duration	6/30/11, 6/30/12 and 6/30/13 auditing and income tax serv.
Sub-contractor [DBA if applicable]	Community Action Opportunities	Primary Contact	
		Ben Watts	
Address/Phone	25 Gaston Street Asheville, NC 28801 828-252-2495		
Service Description	AR4CA annual subscription fee		
Payment Arrangement	Pay per annual invoice ----- Kelly Office Solutions 163 S. Stratford Road Winston-Salem, NC 27103  Savin 9233SP copier 36 payments of \$281	Contract Duration ----- 36 mos. 6/15/11-6/15/14  336-725-2566	Annual -----
<b>Section IVe-Budget Support Data</b>			
Client Services	Explanations provided on OEO form 225, decreased due to		
Other	increased funding from KBR for client services		



**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.

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Agency Name: \_\_\_\_\_

County: \_\_\_\_\_

Date of Application Submission: \_\_\_\_\_

[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 OEO February 15, 2012.]

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)

\_\_\_\_\_  
Clerk to the Board

\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness/Notary

\_\_\_\_\_  
Date