

### ABSTRACT

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**Project Description: "Eastside Enterprise Center - A Landmark Revitalization Project for Economic Development"**

Winston-Salem State University (WSSU) proposes to expand activities started by the Simon Green Atkins Community Development Corporation (SGACDC), an outreach arm of the University established in 1998 to be a catalyst for revitalization in the neighborhoods surrounding the campus. Through the Eastside Enterprise Center Project, the SGACDC will expand its activities beyond housing into commercial development by acquiring and rehabilitating a building that was home to the Salvation Army Boys & Girls Club for 50 years until they built a new facility in May 2008. The SGACDC has site control of the building and in the three year grant period SGACDC will upfit office space, add tenants, and lease space at below market rates to low- and moderate-income entrepreneurs with a focus on "green" businesses that promote sustainable energy approaches and products. The Center will provide them with technical assistance from the WSSU School of Business and Economics Center for Entrepreneurship led by Marketing and Entrepreneurship [REDACTED]. This economic development project will complement the existing SGACDC small business loan partnership with the Micro Enterprise Loan Program (MELP) that has loaned [REDACTED] to seven businesses and created over 40 entry-level jobs. The City's Consolidated Housing and

Community Development Plan 2009-2013 (Consolidated Plan) identifies the project area as a Neighborhood Revitalization Strategy Area (NRSA) that has critical needs in housing rehabilitation, homeownership and business development. To ensure that future development is part of a holistic plan, WSSU through the SGACDC is leading the community implementation phase of a recently completed master plan for neighborhood revitalization. This process included market research, design charettes, and transportation planning and has engaged WSSU faculty and administrators, neighborhood residents, business owners, and other stakeholders in advisory committee meetings, interviews and visioning sessions.

**Target population:** Entrepreneurs receiving business counseling from existing small business development programs including the city's Minority/Women Business Enterprise program, Wake Forest University's Community Law and Business Clinic and the MELP will be recruited for below market rate office space. **Impact on the community:** This project will be used as a local model for green rehabilitation and be a catalyst for business incubation, job creation, and community development in a census tract where 55 percent of residents have incomes below the poverty line. **Accrediting Agency:** Winston-Salem State University is an eligible four-year institution fully accredited by the Southern Association of Colleges and Schools (SACS) to award baccalaureate and master's degrees. SACS is recognized by the United States Department of Education, per the Regional Institutional Accrediting Agencies listing at [http://www.ed.gov/admins/finaid/accred/accreditation\\_pg7.html](http://www.ed.gov/admins/finaid/accred/accreditation_pg7.html). **Name and Date of Past Funded Projects:** Winston Mutual Building Revitalization for Economic Development, 2008; A Master Plan for Neighborhood Revitalization, 2007; Expanding Partnerships for Neighborhood Revitalization, 2005; Partnerships for Neighborhood Revitalization, 2003; Partnerships for Neighborhood Revitalization, 1999.

**Eastside Enterprise Center – A Landmark Revitalization Project  
for Economic Development**

**Rating Factor 1: Capacity of the Applicant and Relevant Experience (25 Points).**

- a. Knowledge and Experience for Previously Funded Applicants (10 Points).
- (1) Identify key project team members/staff and partners, their title and name, respective roles, and time each individual is involved in the day-to-day operation/implementation of the project.
  - (2) Describes the knowledge and relevant experience of the proposed project team members/staff and partners who will conduct the day-to-day project activities/implementation, consultants, and contractors in planning and managing the type of project for which funding is being requested;
  - (3) Explains the institution's experience and capacity to administer and monitor the type of project for which funding is requested.

**Staff**

**Day-to-day Program Manager:** [REDACTED] Executive Director of the Simon Green Atkins Community Development Corporation (SGACDC). [REDACTED] will be responsible for the implementation of this project. [REDACTED] reports to WSSU [REDACTED] and the SGACDC board of directors. Upon joining the SGACDC in August 2001, [REDACTED] led the board of directors in developing a strategic and economic development plan that has guided the SGACDC to form partnerships to build homes, make small business loans, counsel homebuyers and entrepreneurs, and help area residents form neighborhood watch groups to monitor neighborhood activities. With this proposal, [REDACTED] will continue the work to open a green business incubator/economic development center at a vacant, 40,000-square-foot building (formerly the Boys and Girls Club). [REDACTED] and a small staff work in partnership with university faculty, staff, students, consultants and other organizations to meet all program and project goals. [REDACTED] conducts the CDC's day-to-day project activities, works with consultants, manages grants, negotiates contracts, manages the organization's budget, and coordinates the activities of the board of directors. [REDACTED] earned an MBA from the University of North Carolina at

Charlotte as well as a J.D. from Wake Forest University School of Law. [REDACTED] is also a licensed real estate broker and has completed training in real estate appraisal, construction management, housing development finance and economic development finance. [REDACTED] spends 100% of [REDACTED] time on CDC activities including the project proposed here. [REDACTED] position is funded through the HUD grant.

**Part-time Program Manager:** [REDACTED] has over 30 years' experience in planning, community development, and organizational development. For the past two years, [REDACTED] has spent 20 hours per week implementing the strategic plan of the CDC and managing the MLK Corridor master planning effort. After the roll-out of the master plan in August 2009, [REDACTED] will spend fifty percent of [REDACTED] time on plan implementation and fifty percent on implementation of the business plan for this Enterprise Center project. In the recent past, [REDACTED] served as founding executive director of a faith-based community development organization where [REDACTED] managed land acquisition, program planning, resource development, and staffing. [REDACTED] has consulted with a number of community-based organizations regarding resource and economic development, and also teaches Not-for-Profit Fundraising and Governance at Salem College. Before moving to Winston-Salem, [REDACTED] held management positions at the Neighborhood Reinvestment Corporation, Washington Urban League and the Metropolitan Washington Planning and Housing Association. [REDACTED] earned a Bachelor of Science degree in Community Planning and Development from the University of the District of Columbia and an MBA from Wake Forest University. [REDACTED] position is funded through a grant from the Winston-Salem Funder's Collaborative.

**Project Manager/Consultant:** [REDACTED] has been an architect for 25 years. [REDACTED] will be responsible for the redesign, project management and construction administration of the building in this proposal. Within the past five years, [REDACTED]'s experience includes administration of a \$40 million capital bonds? project as University Architect for the North Carolina School of the Arts as well as several school rehabilitation projects for the Winston-Salem/Forsyth County school system. [REDACTED] has successfully completed numerous large and small projects, including commercial rehabilitation projects like the one proposed here that will adapt a formerly obsolescent building into functional multi-tenant spaces for offices, training, and recreation. [REDACTED] will average fifteen to twenty hours per week on this project until completion. [REDACTED] position is funded through the HUD grant.

[REDACTED], serves part-time as the **SGACDC Chief Financial Officer**. [REDACTED] has provided accounting services for the SGACDC since its inception in 1998. [REDACTED] works closely with the SGACDC executive director and finance committee and is responsible for all SGACDC financial transactions. [REDACTED] prepares monthly financial reports for the SGACDC finance committee and works as needed with WSSU auditors and SGACDC auditors. [REDACTED] has over 25 years of experience providing accounting services for both for-profit and nonprofit corporations. [REDACTED] position is funded through the HUD grant.

**Technical Assistance Providers (Volunteers):**

**WSSU Associate Vice Chancellor for Facilities Management:** [REDACTED]

[REDACTED] is new to WSSU and is responsible for the planning, development, and maintenance of all campus facilities. [REDACTED] is currently overseeing the development of a \$30 million student activities center and refurbishing two dormitories. [REDACTED] has contributed to the SGACDC's master planning process by providing valuable input regarding campus edge development and is monitoring SGACDC's progress as we upfit and lease the Eastside Enterprise Center.

**[REDACTED] Board Member:** [REDACTED] is an architect and partner in one of the most successful architecture firms in Winston-Salem. [REDACTED] joined the SGACDC board in 2008 and makes recommendations to the board as chair of the SGACDC's building committee. [REDACTED] spends approximately five hours per month on this project. The building committee also includes a general contractor who specializes in commercial projects and a commercial property manager.

**Partners**

[REDACTED]: As an SGACDC board member, professor in the WSSU School of Business and Economics, and Director of WSSU's Center for Entrepreneurship, [REDACTED] will identify tenants, provide business counseling services, and coordinate business mentorships and business plan competitions to build the capacity of small business owners. The goals of the Center for Entrepreneurship are directly aligned with

the business education goals of this project and [REDACTED] spends approximately one day per week on this project.

**City of Winston-Salem Development Office:** The city of Winston-Salem's Development Director, [REDACTED] coordinates technical assistance for the project from the city and monitors the SGACDC's progress for the city. The city's commercial property inspector, [REDACTED] has provided advice as needed during planning and predevelopment of the project and will become more involved as inspector as the project progresses.

**Micro-Enterprise Loan Program (MELP):** A certified Community Development Financial Institution—which was established by local financial institutions and the City of Winston-Salem in 1994 to provide small business support in Forsyth County in the form of loans ranging from \$1,000 to \$25,000—will be a source of funding for qualified businesses in the proposed Eastside Enterprise Center. MELP also provides classes on small business operations and provides one-on-one technical assistance designed to enhance the growth and profitability of the business. New classes are being developed for the more than 900 persons who return to this community each year after incarceration. [REDACTED] Executive Director of MELP, was in banking for 12 years, first as a loan underwriter and then as a business banker with Wachovia Bank, before taking the leadership role at MELP 12 years ago.

**WSSU Center for Community Safety and the Weed and Seed Program:** The SGACDC has long enjoyed a productive working relationship with the Center for Community Safety (CCS), and utilizes support from CCS's *Transforming Community Research Laboratory (TCRL)* and its *Weed and Seed Program*. The *TCRL* at the Center for Community Safety is a GIS based laboratory that has an established history of creating and managing information pertaining to the local Winston-Salem/Forsyth County metropolitan area and the entire state of North Carolina. While the *TCRL* manages updated data assets that can be used in tables, charts and analysis, it also maintains these data in spatial form that can be visualized, analyzed and mapped. This resource will be useful in tracking both services provided and small businesses assisted by the Eastside Enterprise Center.

Collaboration with the *Weed and Seed Program* will complement the neighborhood development aspects of the Center's outreach to the local community. The boundaries of *Weed and Seed* overlaps with the CDC's service area, and services provided through *Weed and Seed* will also benefit SGACDC/ Eastside Enterprise Center participants and the Center's neighborhood residents as well. This U.S. Justice Department-funded program provides a comprehensive strategy designed to create partnerships to benefit the community and create sustainable programs. *Weed and Seed* support will be instrumental in developing the Community Garden on the vacant green space at the rear of the Center facility. Planning meetings are currently underway with *CCS/Weed and Seed* staff, and it is expected that the Community Garden program will be in place by the fall of 2009.

**b. Past Performance (15) for Previously Funded Grant Applicants Only.**

In 2002, the SGACDC staff and board of directors worked with the city's housing staff, the city's economic development staff and consultants to complete the SGACDC's "Development Strategy and Project Plan." This plan, consistent with the City's Consolidated Plan, established five- to ten-year project goals for the organization that would begin to address the most pressing target area needs. The following needs, identified then, still exist today: 1) affordable housing for homeownership to stabilize the neighborhood; 2) business development through entrepreneurship education, incubation and technical assistance; 3) small business loan funds for new businesses to create jobs and opportunities for wealth creation; and 4) educational attainment opportunities for neighborhood residents, i.e., life skills classes, computer classes, financial literacy, etc.

The SGACDC is building new single-family homes that have to date increased the area tax base by approximately \$2 million. The SGACDC has given new homebuyers direct down payment assistance of [REDACTED] that has been leveraged by partnering housing programs. In another partnership, the SGACDC has provided small business loans totaling [REDACTED] that have created over 45 jobs in the area. For the past year, [REDACTED] and her staff and planning consultants and have led the CDC's target community, city officials and developers in an extensive master planning process that has created a vision for MLK Corridor development including not just the campus edge but almost the entire length of Martin Luther King Jr. Drive. The plan report will be completed July 30 and rolled out to the community beginning August 25, 2009.

**Rating Factor 2: Need/Extent of the Problem (10 Points).**

- a. Extent to which there is a need for funding and importance of meeting the need(s). Needs described must be relevant to the activities for which funds are being requested under Factor 3.
  - (1) Describe the need(s); and
  - (2) Describe the importance of meeting the proposed needs.
    - a. Include only current data that are specific to the target area.
    - b. Data collected with the last 5 years is current.

**1) Need for Job Creation**

The local economy of Winston-Salem/Forsyth County continues to reflect the national job crisis, which has resulted in the loss of over 4.1 million jobs since February 2008. The Forsyth County unemployment rate has nearly doubled from 5.4% to 10.0% ([http://data.bls.gov/map/servlet/map.servlet.MapToolServlet?state=37&datatype=12\\_month\\_net&year=2009&period=M05&survey=la&map=county&seasonal](http://data.bls.gov/map/servlet/map.servlet.MapToolServlet?state=37&datatype=12_month_net&year=2009&period=M05&survey=la&map=county&seasonal)) between May 2008 and May 2009. Local unemployment can primarily be tied to job losses in three primary industries: manufacturing, finance, and construction. While the manufacturing industry began losing jobs in the 1990s, job losses in the construction and finance industries result from the recent global and national economic recession. Even layoffs at the local Dell computer plant, once thought to be the technological forerunner of new industries in the area, have been included in the disappointing news of recent months. North Carolina ranks 41<sup>st</sup> out of 50 states in family median income level and seventh in unemployment. The principal bright spots on the economic front have been the American Recovery and Reinvestment Act (ARRA, also known as the "Economic Stimulus Package") passed by Congress in early 2009 and the policy announcements by President Obama indicating that the new economy will be built on green jobs.

The Obama administration has made “green” a banner headline and the focal point of its economic innovation plans; the states—including North Carolina—have picked up the standard eagerly and with great expectations. Over \$150 billion in federal stimulus funds are expected to be invested to catalyze private efforts to build a clean energy future, and five million jobs are proposed to be created through this initiative. One million homes annually are expected to be weatherized, with \$5 billion allocated to the states for this purpose in the ARRA. In North Carolina alone, over \$131.9 million have been allocated for weatherization activities.

The creation of new businesses that create green jobs—along with other entrepreneurial projects that provide jobs and coincide with national, state, and local workforce development priorities—addresses a critical need while responding to a unique opportunity. The existing partnership among the SGACDC, Winston-Salem State University, the City of Winston-Salem, Southside Community Church and others, increases the chances of the Eastside Enterprise Center's success and leverages the resources of each institution involved in this project.

The Eastside Enterprise Center project responds to the need for economic development by seeking to create jobs that lead to individual sustainability while investing in the adaptive reuse of an obsolete building that will serve as a catalyst for neighborhood revitalization. The SGACDC will utilize the public funds already committed to the project and connect with new resources for green jobs to stimulate entrepreneurship and innovation. Among the emerging small businesses that the Eastside Enterprise Center is currently recruiting are the following companies that will be housed in the renovated facility:

- A light manufacturing company that makes “green” wall treatment similar to paint;
- A weatherization company focused on the Piedmont Triad market;
- A local organic gardener who will create a community garden within the two (2) acres in the rear of the structure to be renovated;
- A green cleaning/janitorial company formed by graduates of Winston-Salem State University; and
- A biofuels start-up company comprised of WSSU students and alumni that recently placed third in a national business plan competition.

The Eastside Enterprise Center will also seek out construction companies with the capacity to build to energy efficient standards and to weatherize thousands of old homes in Winston-Salem. These new companies represent potential emerging business areas in Winston-Salem and Forsyth County, with regional and statewide market implications. The business support center in this proposal will uniquely target low- and, moderate-income persons for entrepreneurship training and provide low-cost office space in the city’s Neighborhood Revitalization Strategy Area.

## **2) Need for Economic Development**

The socio-economic status of residents in the target area is significantly below that of households in other Winston-Salem census tracts. Target area residents are predominantly African-American and are more likely to have less than a 12<sup>th</sup> grade education, more likely to subsist on a poverty-level income, and more likely to live in a substandard rental house with a market value below \$50,000.

According to a 2007 study published by the Kenan-Flagler Business School at The University of North Carolina at Chapel Hill, economic development initiatives are needed in North Carolina's African American communities to support entrepreneurial ventures and the expansion of existing small businesses with the capability of meeting unmet consumer needs and providing job opportunities ([http://www.kenan-flagler.unc.edu/ki/reports/2007\\_AfricanAmerican/](http://www.kenan-flagler.unc.edu/ki/reports/2007_AfricanAmerican/)). Business development can address the following critical socio-economic problems that are present in the target area:

- (1) Insufficient retail and service facilities in the area force residents to spend money outside of their neighborhoods. Stopping the leakage of spending may provide opportunities that mutually benefit businesses and consumers.
- (2) Most employers are hesitant to hire ex-offenders; therefore, self-employment may be the best chance for economic survival and independence for the more than 900 African American inmates released from the North Carolina Department of Corrections annually into the Winston-Salem area.
- (3) As documented in the 2000 Census, there is significant pay inequity between blacks and whites with the same level of education. This is clearly due in large part to 29% of black employees being concentrated in low-paying service industry occupations compared to 15% of employees city-wide.

The 2007 Kenan-Flagler Business School study also found that entrepreneurial support is needed by African Americans because "nearly 40 percent of the most rapidly growing black-owned firms . . . reported in a recent survey that minority set aside programs had a significant effect on their growth and development." These programs, which have been important to some black-owned businesses, are rapidly disappearing

therefore, technical assistance programs designed to build the capacity of existing businesses to compete for contracts are needed. Business development is a significant need and a crucial part of a comprehensive neighborhood revitalization plan. Bringing new life to the obsolescent former Boys and Girls Club building, upfitting space, welcoming tenants, and linking them to entrepreneurship education that meets the needs of their business operations will fill a critical void. There are two business incubators in Winston Salem: the Piedmont Triad Research Park, to supporting biotechnology firms, and the Wake Forest University Babcock Deacon Incubator, supporting high-growth businesses.

### **3) The Need for Education that Promotes Self-Sufficiency**

WSSU through the SGACDC and its partners supports institutional and social development programs that help to initiate and assure the sustainability of neighborhood revitalization efforts. According to the estimated 2006 Census, more than 50 percent of adult residents of the WSSU target area have less than a 12<sup>th</sup> grade education. This is nearly three times the corresponding percentage for Winston-Salem as a whole (18%) and is directly related to employment in low-paying service-sector jobs. Analysis provided by through the SGACDC's MLK Corridor Master Plan study further indicates that 56% of households in the community surrounding the proposed Eastside Enterprise Center make less than \$20,000 per year, while only 2% earn more than \$100,000. The average household income in the MLK Corridor study area is \$19,997, less than half of the City average of \$42,626. Jobs in the green economy can include electricians who install solar panels, plumbers who install solar water heaters, construction workers who build energy-efficient green buildings, etc. --- many positions paying \$15-\$40/hour

([www.edf.org/cagreenjobs](http://www.edf.org/cagreenjobs)). The training to be offered at the Center, along with the positions expected to be created by new businesses started there, will allow significant new opportunities for area residents and other job seekers in the area.

#### **4) Need to Reduce Energy Usage and Greenhouse Gases**

In 2005, according to a report from the U.S. Department of Energy, buildings used 72% of all electricity generated and accounted for 80% of electricity expenditures (<http://buildingsdatabook.eren.doe.gov/>). A 2004 study by the U.S. Environmental Protection Agency found that buildings account for 39% of total energy use, 12% of total water consumption, 68% of total electrical consumption, and 38% of greenhouse gas emissions. Unfortunately, energy use in commercial buildings is expected to increase by annual average rates of 2% until 2025 ([www.epa.gov/greenbuilding/pubs/gbstats.pdf](http://www.epa.gov/greenbuilding/pubs/gbstats.pdf)). Energy efficiency, “clean energy,” and workforce development task forces are being employed at federal, state and local levels to address these issues, and SGACDC and Eastside Enterprise Center staff will keep apprised of these policy discussions for helpful insights into the implementation of this Project. Green building training, weatherization small business development, and other activities that are anticipated at the Center will draw upon this input to strengthen their effectiveness.

#### **Geographic Location of Target Area:**

The SGACDC target area includes three U.S. Census Tracts (8.01, 8.02, and 7) located adjacent to the WSSU campus. As shown on the following map (see Map A), the target area includes the Columbia Heights neighborhood immediately surrounding the university as well as neighborhoods on both sides of U.S. Highway 52 from New Walkertown Road south to the Waughtown Street area, including the East Winston and

Mount Olive Church neighborhoods. The area is immediately southeast of Winston-Salem's downtown business district, offering easy access to many of the city's largest employers. The area is in the city's Consolidated Housing & Community Development Plan (2009-2013) and is designated as a Neighborhood Revitalization Strategy Area where there is a concentration of low-income households and substandard housing conditions.

The following table illustrates socioeconomic differences between overall Forsyth County residents and residents of these three census tracts.

Table 1: Socio-Economic Characteristics of Forsyth County Residents Compared to Target Area Residents in Census Tracts 7.0, 8.01 and 8.02

Characteristic	Census Tract 7.0	Census Tract 8.01	Census Tract 8.02	Forsyth County
Total Population	1,898	2,234	2,731	332,355*
Est. Median Family Income in 2008	\$24,381*	\$15,534*	\$12,679*	\$56,100*
Percent Below Poverty Line	33%	56%	55%	13.6%*
Percent Black or African- American Householders	92%	71%	62%	26%
Percent Hispanic or Latino Householders	4%	25%	15%	10.1%*
Percent Female-Headed Households	31%*	34%*	51%*	13%*
Percent Educational Attainment less than 12 <sup>th</sup> grade equivalency (25 years and over)	38%*	69%*	43%*	18%*
Total Housing Units	932	376	979	149,554*
Percent of Owner Occupied Units	12%	11%	11%	65.6%*
Percent of Renter Occupied Units	78%	78%	72%	32%
Median House Age	40years*	41 years*	43 years*	33 years*
Percent of Vacant Housing	9%	12%	17%	7%
Median Home Value	\$42,800*	\$46,400*	\$53,500*	\$108,900*
Unemployment	13%***	13%***	13%***	10.5%**

Primary Source: [www.ffiec.gov](http://www.ffiec.gov) 2008 estimates

\* 2008 FFIEC Census Report

\*\*U.S. Bureau of Labor Statistics, May 2009.

\*\*\* The State of North Carolina Urban Distressed Communities, authored by Allen Serkin and Stephen Whitlow, Center for Urban and Regional Studies, University of North Carolina at Chapel Hill, February 2005.



- Reverse the decline in property values;
- Invest in the adaptive reuse of a vacant building that was once a valued community asset; and
- Conserve energy resources.

Meeting these goals through physical improvement and entrepreneurial occupancy of the building will send a message that something positive is happening in the neighborhood. This will improve neighborhood stability and attract new residents while encouraging existing residents to remain in the neighborhood

Addressing economic development needs for a community requires providing economic opportunities for all segments of that community. Economic opportunity leads to business development and gainful employment, which results in economic self-sufficiency. Job creation is critical to any successful economic development effort as it provides the potential for upward mobility. Providing office space, education and technical assistance to the listed entrepreneurs will achieve the following:

- Promote self-sufficiency through entrepreneurship education;
- Promote business development to create jobs that lead to wealth creation; and
- Provide jobs to low-income persons living in the SGACDC target area.

The impact on our local economies of creating these jobs and income opportunities in the new green economy cannot be overstated. Van Jones, the founder and president of “Green for All” and an internationally acclaimed activist, states the case plainly: “Much of the work we have to do to green our economy involves transforming the places we live and work and in changing the way we get around. These jobs are difficult or impossible to outsource. For instance, you can’t pick up a house, send it to China to have solar

panels installed, and have it shipped back. In addition, one major group of manufacturing jobs—a sector that has been extensively outsourced—is producing component parts for wind towers and turbines. Because of their size and related high transportation costs, they are most cost-effectively produced as near as possible to wind-farm sites. Cities and communities should begin thinking now about ways their green strategies can also create local jobs” (Jones, Van, *The Green Collar Economy*, Harper One, 2008, p. 13).

These *sustainable* economic businesses create value not just for themselves, but for their communities as well. Rather than merely getting paid for installing weatherization materials in neighborhood homes, one green business provides cost-savings for the homeowner and energy savings for the planet. Rather than merely selling recycled materials for a reasonable profit, a green business can enable yet another green company to offer lower costs to contractors—who in turn can pass on these savings to their customers. Critically important dollars circulate more than once in the community, and strengthens the city, state, and nation.

**Rating Factor 3: Soundness of Approach (43 Points).**

**a. (24 Points) Quality of the Work Plan.**

**(1) (20 Points) Specific Activities.**

This project presents a unique opportunity to build upon previous years' successes by expanding earlier plans for developing a business incubator to include a greatly improved facility that will:

- Be nearly three times the size of the earlier project proposal;
- Be purchased at a price that is essentially the same as before;
- Take advantage of the growing need for "green" businesses that promote sustainable energy approaches;
- Create jobs, products, and services for which there is a tremendous demand in the emerging economy;
- Leverage federal, state, and local funding that has been earmarked to support sustainable/"green" economic development;
- Create an economic development laboratory in a residential neighborhood that promises to be the first "green-focused" neighborhood in the region with respect to job creation, housing weatherization, small business development, and community outreach and education; and
- Anchor the southern end of the CDC's Master Plan study area with a project that will stimulate additional economic development for years to come.

The SGACDC's previous HBCU grant proposals were funded to prepare a Master Plan for the SGACDC's service area (2007) and to acquire and develop a traditional business incubator at another location (2008). In mid-2008, the SGACDC had to seek an alternative to the property it was preparing to purchase when the project's co-venture

partner withdrew from the deal. While seeking to identify suitable alternatives, the SGACDC became aware of a much larger facility located strategically within its service area that was being offered at a comparable price and with additional land available for additional future development.

The current project proposal (2009) intersects with the emergence over the past year of a major federal initiative designed to stimulate a new green economy, the decision by the State of North Carolina to direct stimulus funds toward energy-related projects, and the establishment by the City of Winston-Salem of sustainable energy policy structures (e.g., a Mayor's Sustainability Committee) that is expected to support projects similar to the Eastside Enterprise Center being proposed here. These concurrent factors created a confluence of events—a “perfect storm”—for innovative economic development within the context of the CDC's historical mission, increased community engagement by the broader University, and vastly increased resources with which to support a unique “green” project: the Eastside Enterprise Center. The opportunity to leverage previous funding and future resources that may be available to the SGACDC has never been greater.

This proposal seeks to complete the work necessary for the adaptive reuse of a building formerly used as the Salvation Army Boys and Girls Club into an energy-efficient, multi-use building that will house offices for a green business incubator; offer space for training, community meetings, and recreation; and serve as headquarters for the SGACDC. The building was home to the Salvation Army Boys and Girls Club for 50 years until they moved into a new facility two miles away in May 2008. Their board determined that a new facility would be most cost effective as years of deferred

maintenance have left the old building in need of a new roof, a new plumbing system, a new electrical system, and a new heating and air conditioning system. The Salvation Army board also decided that a new facility could better meet their program needs and that children who could walk to the old facility could now be bussed to the new one. This decision not only left an activity void in the neighborhood but also left the Martin Luther King Corridor with a vacant building with 40,000 square feet of unused space. This project creates an opportunity for WSSU and the SGACDC to make a tremendous impact on the SGACDC service area by serving as a model for implementing energy-efficient building methods in rehabilitating old buildings in Winston-Salem. The rehabilitated Eastside Enterprise Center will provide space and technical assistance for emerging green businesses that will be owned by low- and moderate-income entrepreneurs and minority and women entrepreneurs as part of a strategy to meet HUD Section 3 goals: “to promote local economic development, neighborhood economic improvement, and individual self-sufficiency.”

Plans for the site include a community garden and a recycling center that will collect paper, plastic, obsolete cell phones, and old computer equipment. Outdoor recreation facilities will be available on the open spaces that adjoin the main structure on the property. Soccer fields will complement the community garden, and walking trails will ring the block—allowing for nutrition, recreation, fitness, and sustainable energy educational opportunities—effectively creating a “one-stop shop” for a sustainable life style.

The project will strengthen this community and enhance its sustainability by expanding its economic opportunities. SGACDC staff believe that the proposed activity will:

- Bring capital to the financially distressed East Winston community;
- Promote business investment that will grow new businesses;
- Provide technical assistance to maintain and expand existing businesses;
- Provide technical assistance to create new jobs and business opportunities for low-income persons;
- Adaptively reuse a large community facility; and
- Achieve energy reductions from improvements to the existing structure that will result in greenhouse gas reductions and improve energy efficiency.

In addition to meeting green or sustainable business creation objectives, this project proposes to ensure that educational, employment, and other economic opportunities derived from this development activity are directed toward low- and very-low-income persons by recruiting participants from the city's Section 3 training programs that target this population. Participants are being recruited from the Micro Enterprise Loan Program client base and the city's Section 3 training programs for construction contractors and minority- and women-owned businesses to ensure that all sectors of the population are able to enjoy the economic opportunities created by a new focus on the merging green economy.

Acquisition of the Eastside Enterprise Center property and operating support for the first two years of program implementation have already begun through the previous HUD HBCU grant in 2008. Plans to refurbish the building are already underway. The

SGACDC has site control. An underground storage tank and several tons of contaminated soil have been removed, and the site has now passed a state inspection. Small amounts of lead and asbestos have been found and are being abated in accordance with state standards. After a request for proposals was issued, an architect (Jimmy Norwood, AIA—as noted in the “Staff” section above) has been selected who will begin work on August 1, 2009. The project has supplemental financial support from the City of Winston-Salem and from WSSU.

Additional financial support is needed to fully upgrade the roof and mechanical systems of this old building; this funding gap is being addressed through this proposal as a request for rehabilitation funding in the amount of \$400,000. With a successful HUD HBCU grant proposal in 2009, the property will be in an extremely strong position for achieving ultimate success—having no mortgage payments (since both purchase and rehabilitation will have been achieved through grant funding), and reduced operating expense requirements until start-up businesses are in a better position to easily fund their occupancy costs after two years of operation.

**(a) Identify the Systematic Method/Planning Strategy used during development of the project for this application and when the planning began. List all individuals/organizations that were involved in the planning process for this project and their roles.**

In 2002, the SGACDC staff and board of directors worked with the city’s housing staff, the city’s economic development staff and consultants to complete the SGACDC’s “Development Strategy and Project Plan.” This plan, consistent with the City’s Consolidated Plan, established five- to ten-year project goals for the organization that

would begin to address the most pressing target area needs. The following needs, identified then, still exist today: 1) affordable housing for homeownership to stabilize the neighborhood; 2) business development through entrepreneurship education, incubation and technical assistance; 3) small business loan funds for new businesses to create jobs and opportunities for wealth creation; and 4) educational attainment opportunities for neighborhood residents, i.e., life skills classes, computer classes, financial literacy, etc.

The SGACDC has helped 19 families achieve homeownership, created a \$125,000 revolving loan fund for small businesses and has sponsored life skills classes, church-based computer labs and financial literacy classes. In 2007, the SGACDC embarked on the strategy of expanding its activity to include more direct involvement in economic development. In order to establish a guiding development vision with neighborhood residents, community leaders and others interested in the area's revitalization, the SGACDC applied for and was awarded a grant by HUD to prepare a Master Plan for the MLK Corridor, the central spine of East Winston. As part of that Master Plan, the SGACDC identified projects that may provide strategic stimulus to redevelopment. One such project, previously highlighted in the SGACDC's "Development Strategy and Project Plan" (2002), was revitalization of underutilized properties along the MLK Corridor to signal positive change and vitality in the neighborhood. The vacant Salvation Army Boys and Girls Club building is the largest of four prominent sites on the MLK Corridor that must be returned to service. The growing trend toward energy-efficient building methods to reduce energy usage and reduce carbon emissions from power generation led the SGACDC team to select an architect for this rehabilitation project who is making energy efficiency a design priority.

Individuals and organizations involved in planning meetings for this project are:

**SGACDC Board of Directors Planning Committee:** Notis Pagiavlas, Director of WSSU's Center for Entrepreneurship; Fred Acree, Board Chair and real estate professional; Jackie Baldwin, community resident and housing counselor; Wesley Curtis, LEED-certified architect and community resident; Zagros Madjd-Sadjadi, Director of WSSU's Center for Economic Analysis; and Richard Dean, president emeritus of Wake Forest University Health Sciences and co-founder of the Piedmont Triad Research Park.

**Winston-Salem Black Chamber of Commerce:** Randon Pender, President of the Winston-Salem chapter and local business owner; and Solomon Quick, Black Chamber of Commerce board member and Winston-Salem Police Department Gang Prevention Coordinator.

**City of Winston-Salem:** Derwick Paige, Deputy City Manager; Ruben Gonzalez, director of the city's development office; Mellin Parker, director of housing and neighborhood development; and Joycelyn Johnson, city councilwoman.

**Master Plan Advisory Committee:** a 25-member *ad hoc* group composed of neighborhood residents and church and community leaders.

**Wake Forest University Community Law and Business Clinic:** Steve Virgil, law professor and clinic director; and Alain Lamarque, third-year law student specializing in green business development.

**(b) Describe each proposed activity in measurable terms.**

The principal activities involved in the further development of the Eastside Enterprise Center are construction, space design, incubator support program refinement,

marketing/advertisement, tenant recruitment and selection, space rental and management, and supervision of ongoing programs. Planning for these activities is already underway; they have also been placed on an overall schedule and timeline, as shown below.

The construction and space design activities have distinctive objectives, and will be quantified or measured in different terms. As a “green” incubator/accelerator system, the facility will promote renovation using simple techniques that do not further pollute the environment, consume more fossil fuel, or unnecessarily extract naturally occurring resources. To the extent possible, “sustainable” or “green” building approaches will focus on increasing the efficiency of resources such as energy, water, and construction materials while reducing building impacts on human health and the environment during the building’s lifecycle through sustainable design, construction, operation maintenance.

Numerous standards for measuring and certifying the effectiveness of these approaches have been established. These standards, including LEED (Leadership in Energy and Environmental Design), Energy Star, and NTA, Inc.’s Green Building Certification, will be referenced in carrying out the project.

The design of the Eastside Enterprise Center’s interior space focuses on most efficiently utilizing the 25,000 square feet on the first and second floors of the building in terms of the needs of potential tenants with respect to physical dimensions, technology required, etc. Additional incubator support through provision of ancillary services (phone, meeting space, administrative, accounting, etc.) will also be identified as specifically as possible and will be coordinated with later recruitment efforts.

At the stage when the building is ready for partial occupancy, active marketing and recruitment activities will occur, utilizing the SGACDC’s professional and informal

community contacts. Coordination with WSSU's Center for Entrepreneurship and the Small Business Technology Development Centers will help the SGACDC identify potential tenants. Successful recruitment will involve screening of applicants to ensure that appropriate income and "green" program compatibility guidelines are met.

Ongoing program support will involve monitoring and assessment of the operational effectiveness of the Center; consultation with Center participants regarding issues, problems, or emerging needs; and development of management solutions to challenges that may occur. As the visibility and the effectiveness of the Center's programs increases, additional support from area public and private institutions is expected.

**(c) Identify the major tasks (steps to complete the proposed activities) required in sequential order in six month intervals to successfully implement with target completion dates.**

(See Timeline and Task Table below)



**(d) Identify the key team members/staff and partners responsible**

(See Timeline and Task Table above)

**(e) How Each Activity Meets One of the CDBG Program National Objectives**

Of the three CDBG National Program Objectives—(1) Benefit low and moderate-income persons, (2) Prevention or elimination of slums or blight, and (3) address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available—this project addresses the first by benefiting a primarily residential area where at least 51 percent of the residents are low- and moderate-income persons. Additionally, the purpose of rehabilitating the property is to make it a green business incubator that creates jobs. This job creation activity takes place in census tract 8.02 where 55 percent of residents are below the poverty line and live within a Federally-designated Enterprise Community.

The development of this incubator addresses a pressing need for jobs in a state with record high (11%) unemployment as of May 2009 and in an area that is transitioning away from tobacco production dependency and suffering from furniture and textile manufacturing plant closures. Finally, the rehabilitation of this facility will bring a vacant, idle structure back into productive use for the benefit of a low-income neighborhood that needs the incubator's services, while also helping to revitalize the neighborhood, conserve energy, and create low-cost space for small businesses.

**(f) Measurable Impact on the Target Population (Outcomes)**

The Eastside Enterprise Center will create and/or strengthen fifteen businesses that will be owned by or create jobs for the target population. The Eastside Enterprise Center

will also have the following outcomes: 1) create positive economic infrastructure development that conveys optimism to residents (or evokes optimism from residents); 2) establish an inner-city location that will create jobs in an accessible location for Neighborhood Revitalization Strategy Area residents who ordinarily face transportation obstacles that prevent them from accessing jobs near the city's outskirts; and 3) promote an evolving market sector (green businesses) and provide novice or early-stage entrepreneurs with technical assistance including specialized training to develop employment skills in the green industry.

**(2) (4 Points) Describe clearly how each proposed activity will:**

**(a) Expand the role of the institution in the target community.**

This project will clearly expand the role of the institution in the target community in several ways: 1) It will broaden the scope of the SGACDC beyond housing development into entrepreneurial and economic development; 2) it will create a valuable community asset that will demonstrate a long-term outreach commitment by the SGACDC to the target population; 3) the project will expand WSSU's role in the multicultural community immediately adjacent to the institution, as the population near the project is becoming increasingly Hispanic; 4) the project will expand the economic development role of the institution, as befits an HBCU determined to fulfill its traditional mission to give back to the community; and (5) the project will enhance the traditional HBCU pursuit of excellence by placing the institution and the Eastside Winston-Salem community on the leading edge of green business cultivation in the city.

**(b) Address the needs identified in Factor 2.**

This project will address the needs identified in Factor 2 in the following ways:

1) *Wealth Creation Through Economic/Business Development* is addressed by not only creating affordable space in a desirable location but also drawing upon the resources of the university to provide support services for the target population so that these businesses can continually develop their capacity to compete in the marketplace.

2) *Education that Promotes Self-Sufficiency* will also be addressed by providing business support services to ensure capacity building and strong organizational development. The following project partners currently provide these services and will utilize conference space in the building to reach project tenants: the Micro Enterprise Loan Program, the WSSU Center for Entrepreneurship, and the WSSU Small Business and Technology and Development Center. These partners provide business planning services, financial counseling, management training, and marketing planning but do not have a site on which to focus their efforts. This building will be a center for the concentrated efforts of several partners.

3) *Need for Job Creation* will be addressed through the creation of jobs within a sustainable economic framework—jobs that cannot easily be outsourced and that can continue to serve the neighborhood, State and region by meeting recurring needs. This project will be a local leader in expanding the green jobs industry as an evolving source of job opportunities.

4) *Reducing Energy Usage and Greenhouse Gases* will be addressed because of the attention given to sustainable (“green”) building practices during the renovation of the structure, and by use of recyclable materials in the building’s rehabilitation and operation whenever feasible. An added feature of the project is the preservation of a sense of nostalgia, of the closeness that many people in the area still feel for this old structure.

Many residents of Winston-Salem have fond memories of the Old Boys and Girls Club since it offered recreational opportunities for a large and diverse segment of the city's population for 50 years. Making effective use of vacant space will be a sign to the community of the University's commitment to invest its talent and resources in a location outside of the WSSU campus footprint. Giving the building a new life will again make it a source of community pride.

**(c) Relate to and not duplicate other activities in the target area.**

This project will not duplicate existing activities. This will be the only business incubator/economic development center in the target area; its focus on green businesses and on low- and moderate-income entrepreneurs makes it unique. The educational opportunities offered to entrepreneurs will not be duplicated but will be offered at this new location within the Neighborhood Revitalization Strategy Area.

**b. (2 Points) Involvement of the Faculty and Students (excluding those that are project recipients/participants).**

, Director of the Center for Entrepreneurship in WSSU's School of Business and Economics, will specifically direct the involvement of faculty and students in this project. He works with undergraduate students and graduate students and encourages them to seek practical application of their classroom studies. He leads business plan competitions and instructs students in the preparation of marketing plans and strategic plans each semester. He will direct these planning exercises to the businesses at the project site to strengthen their capacity and provide practical experience for his students. He sits on numerous advisory committees related to regional business

development and can provide information to tenants about regional competitions, contract opportunities, and market trends of which they may not otherwise be aware.

**c. (3 Points) Involvement of the Community.**

The community has been involved in this project since its conceptualization. At a community meeting, several neighborhood stakeholders expressed concerns about the lack of commercial space in the area. The president of the Winston-Salem Black Chamber of Commerce explained that the organization needs a business center in the community to hold training sessions and for members to lease affordable space as they move home-based businesses into professional office space. This project has been embraced by the community because it symbolizes a resurgence of the Eastside area of Winston-Salem. It will encourage the local business community and provide for the reuse of a prominent building. Community business owners will lease space, while community agencies will provide technical assistance to the tenants once the space is leased. The City of Winston-Salem, the Micro Enterprise Loan Program, and the WSSU Center for Entrepreneurship will all play roles in this project as well as those interested in promoting green job opportunities and providing and receiving training for green jobs. The SBTDC will be able to extend its direct impact on the city through a visible presence on the Eastside, and the SGACDC will be housed in a building that it owns, in a portion of its service area that has recently been the subject of a major planning effort (the MLK Corridor Master Plan, sponsored by the SGACDC), thereby providing a concrete example of the potential for economic and neighborhood revitalization.

**d. (2 Points) HUD Policy Priorities. Applicants must describe how each policy priority selected will be addressed.**

The activities proposed in this application will address the following nine policy priorities identified in the General Section of this year's HUD SuperNOFA:

**Improving our Nation's Communities.** This project, which will acquire and redevelop a vacant landmark, will bring private capital into a distressed community. The business support activities in this project will also finance business investments to grow new businesses with loan funds for small businesses coming from the Micro Enterprise Loan Program and the City of Winston-Salem's Development Office. Affordable office space and support services will maintain and expand existing businesses through capacity development and technical assistance. The project will cater to minority- and women-owned businesses, and the loan partners in this project will provide funds. The businesses created and expanded in this project will likely represent a range of enterprises from service providers to product distribution and will create decent jobs for low-income persons.

**Encouraging Accessible Design Features.** The building was built over fifty years ago and will be upgraded during rehabilitation to comply with the Americans with Disabilities Act of 1973. Any barriers limiting access for persons with disabilities will be removed in the redesign process to comply with applicable building codes.

**Participation of Minority-Serving Institutions in HUD Programs.** This project will involve the faculty and students of WSSU, a historically Black university that “enhances the development of human potential and provides high quality education.” The University’s motto—“Enter to Learn, Depart to Serve” —can be a living description of WSSU’s commitment to community engagement through this project. Not only will its development arm, the SGACDC, carry out the institutional role of planner and developer, but also its faculty will assist in the creation of viable economic development programs and support for new businesses, and its students will have opportunities for internships and volunteer service to the local community.

**Promoting Energy Star and Green Development.** Green building design specifications will guide energy-saving approaches and sustainable rehabilitation of this building. To increase energy and water efficiency, obsolete plumbing, mechanical, and electrical systems will be replaced with more efficient systems, appliances, and equipment compliant with Energy Star guidelines.

**e. (2 Points) Economic Opportunities for Low-and Very Low-Income Persons.**

The SGACDC will recruit and subsidize participants in the city’s Section 3 training programs to be tenants in the building and/or perform rehabilitation work in the building. These Section 3 participants will also be recruited to attend workshops, receive business counseling, and apply for loan funds.

**f. (10 Points) Budget and Cost Estimates.**

**Budget Narrative and Cost Estimates:**

Federal share and non-federal share dollars total \$1,007,687 for this three-year project.

**Federal Share:**

**Direct Labor: \$106,080.** Total direct labor is \$106,080 for one full-time staff person.

Direct labor cost for the full-time Executive Director is 6,240 hours at \$17.00 per hour or \$106,080.

**Fringe Benefits:** [REDACTED] Total fringe benefits will cost [REDACTED]. For the Executive Director fringe benefits cost is 30 percent of direct labor or \$[REDACTED] x [REDACTED]. This will pay for social security, medical benefits, and retirement benefits.

**Travel:** [REDACTED] Total travel expense is [REDACTED] for three years. This amount will pay for two staff persons to travel annually by air to the HUD technical assistance conference and stay for three hotel nights. The per diem or subsistence will be reimbursed in accordance with North Carolina State Budget Travel Policies.

**Construction:** [REDACTED] [REDACTED] will be used to pay for rehabilitation expenses including roof replacement, parking lot improvements, training room upfit and weatherization measures required to meet Energy Star and LEED certification standards.

**Indirect Costs:** WSSU's negotiated rate is [REDACTED] of salaries and wages only. Therefore, [REDACTED] x [REDACTED] = [REDACTED]

**Non Federal Share:**

**Direct Labor:** [REDACTED] Funds committed by the Winston-Salem Funders Collaborative will be used for program/project management personnel expenses totaling [REDACTED].

**Construction:** [REDACTED] Funds committed by the City of Winston-Salem will be used for project construction expenses and contingencies.

**Other Direct:** [REDACTED] Funds committed by the City of Winston-Salem will be used to make loans to small business tenants.

**4. Rating Factor 4: Leveraging Resources/Developing Partnerships (10 Points).**

This project includes outside assistance (not from our own institution). Commitment letters are attached and addressed to Sherone Ivey, Deputy Assistant Secretary for University Partnerships.

**5. Rating Factor 5: Achieving Results and Program Evaluation (12 Points).**

Completed HUD-96010, HUD Program Outcome Logic Model attached.

# Certification of Consistency with the Consolidated Plan

U.S. Department of Housing  
and Urban Development

I certify that the proposed activities/projects in the application are consistent with the jurisdiction's current, approved Consolidated Plan.  
(Type or clearly print the following information:)

Applicant Name: Winston-Salem State University

Project Name: Eastside Enterprise Center: A Landmark Revitalization for Econ Dev

Location of the Project: 1922 South Martin Luther King Jr. Drive, Winston-Salem, NC 27107

Name of the Federal  
Program to which the  
applicant is applying: HUD Historically Black Colleges and Universities Program

Name of  
Certifying Jurisdiction: Winston-Salem/Forsyth Housing Consortium

Certifying Official  
of the Jurisdiction  
Name: Lee Garrity

Title: City Manager

Signature: 

Date: 07/23/09

# Acknowledgment of Application Receipt

U.S. Department of Housing and Urban Development

OMB Approval No. 2577-0259 expire 2/29/2012

Type or clearly print the Applicant's name and full address in the space below.

Brenda Allen, Ph.D.  
Vice Chancellor for Academic Affairs, Provost  
601 S. Martin Luther King Jr. Drive  
Blair Hall, 2nd Floor  
Winston-Salem, NC 27110

(fold line)

Type or clearly print the following information:

Name of the Federal Program to which the applicant is applying:

HUD-Historically Black Colleges & Univ

## To Be Completed by HUD

HUD received your application by the deadline and will consider it for funding. In accordance with Section 103 of the Department of Housing and Urban Development Reform Act of 1989, no information will be released by HUD regarding the relative standing of any applicant until funding announcements are made. However, you may be contacted by HUD after initial screening to permit you to correct certain application deficiencies.

HUD did not receive your application by the deadline; therefore, your application will not receive further consideration. Your application is:

Enclosed

Being sent under separate cover

Processor's Name \_\_\_\_\_

Date of Receipt \_\_\_\_\_



### RESPONSE SHEET

Applicant Name Winston-Salem State University

Performance Narrative. (continued)

Were / are Grant Goals and Objectives being met? Yes  No

Total number of Grant tasks 3

Total number of persons to be served by completion of this Grant \_\_\_\_\_

For the following questions, please enter a date that is no earlier than the publication date of this SuperNOFA.

Total number of Grant tasks completed as of (enter date) 07/22/09

Percentage of Grant tasks completed as of (enter date) 07/22/09

Total number of persons served as of (enter date) 07/22/09

List measurable results as of (enter date)

The CDC has site control of the property.  
HUD environmental review is completed.  
Hazardous materials have been removed.  
The architect has been selected.

Were / are Grant Target dates and Schedules being met? Yes  No

Impediments or delays in implementation encountered

The project is approximately 6 months behind schedule due to environmental review, hazardous materials clean up and state inspections.

Other comments:

## RESPONSE SHEET

Applicant Name Winston-Salem State University

Performance Narrative. (continued)

Total number of HUD / HBCU Grants you have received 5

Grant Number	Amount of Grant
<u>HBCU 08-NC-029</u>	\$ <u>700,000.00</u>
<u>HBCU 07-NC-039</u>	\$ <u>600,000.00</u>
<u>HBCU 05-221</u>	\$ <u>600,000.00</u>
<u>HBCU 03-021</u>	\$ <u>550,000.00</u>
<u>HBCU 1999-B99-SB-NC-0005</u>	\$ <u>466,664.00</u>
	\$ _____
<b>Total</b>	<b>\$ <u>2,916,664.00</u></b>

Briefly describe the impact that the total amount of HUD/HBCU funds listed above have had on your community.

1. **Affordable Housing Development:** Thirteen new homes have been built and sold to first-time buyers with subsidy of \$150,000 for mortgage reduction. The local tax base has increased \$1 million. HUD funds have been leveraged by construction loans, mortgages and down payment assistance from the City, County and NC Housing Finance Agency.
2. **Small Business Development:** HUD funds were used to establish a \$125,000 revolving loan fund with the MicroEnterprise Loan Program. Eleven loans have been made totaling \$112,900 and 45 jobs created. Over 400 people have attended business counseling workshops or received technical assistance since 2007.
3. **Housing Counseling:** In partnership with the Center for Homeownership, 15 homeownership workshops have been presented and over 100 potential buyers have participated.
4. **MLK Corridor Master Plan:** In the past year over 100 people have participated in planning meetings and a design charette. The planning vision is being used to guide campus edge development and bring a uniform look and improved pedestrian amenities to the Corridor. The plan led to the redesign of a proposed CVS Pharmacy that was approved by City Council in May 2009.
5. **Neighborhood Leadership Development:** Neighborhood Watch activities have gotten four suspected drug dealers evicted which reduced traffic, police calls and increased safety and stability on four streets within the target area.
6. **Eastside Enterprise Center:** The acquisition of a vacant building, rezoning and rehabilitation will create a \$2 million facility to anchor economic development - business incubation, job creation, training, workforce development.

**RESPONSE SHEET**

The information requested below is to be provided by Previously-funded HBCUs only.

Applicant should duplicate this page as necessary.

**Performance Narrative.** The following information is to be provided for HUD HBCU grant(s). The information will be reviewed in conjunction with the two latest progress reports for the grant(s) which are also to be submitted in response to this subfactor.

The following information is requested for each HUD/HBCU grant that you have received since 1991.

Applicant Name Winston-Salem State University  
 Grant Number HBCU-07-NC-039  
 Grant start date (grant agreement, HUD-1044, executed) 09/04/2007  
 Grant end date 09/04/2010

Amount of HUD Grant funds awarded	\$	<u>600,000.00</u>
Amount of HUD Grant funds expended	\$	<u>380,430.00</u>
Balance of Grant funds to be spent	\$	<u>219,570.00</u>
Total cost of project	\$	<u>1,667,000.00</u>
Amount contributed by partners	\$	<u>[REDACTED]</u>
Partner percentage of total cost		<u>[REDACTED]</u> %

Partner Name City of Winston-Salem  
 Amount Contributed \$ [REDACTED]  
 Partner Name Winston Salem Funders Collaborative  
 Amount Contributed \$ [REDACTED]  
 Partner Name \_\_\_\_\_  
 Amount Contributed \$ \_\_\_\_\_  
 Partner Name \_\_\_\_\_  
 Amount Contributed \$ \_\_\_\_\_

**Grant Goals and Objectives**

1. Led community in a master plan process for Martin Luther King Jr. Drive Corridor. Hired planning firm.
  - a) Developed coherent vision for the area;
  - b) assembled a detailed plan;
  - c) identifying partners for implementation;
  - d) market the plan to attract investors, home buyers and development opportunities.
2. Affordable housing-One new house has been on the market for 12+ months; acquired two vacant houses and demolished. Obtaining city construction loan funds.
3. Partnered with Center for Community Safety to implement problem solving strategies; maintaining contact with landlords to monitor properties and tenants.



## RESPONSE SHEET

The information requested below is to be provided by Previously-funded HBCUs only.

Applicant should duplicate this page as necessary.

**Performance Narrative.** The following information is to be provided for HUD HBCU grant(s). The information will be reviewed in conjunction with the two latest progress reports for the grant(s) which are also to be submitted in response to this subfactor.

The following information is requested for each HUD/HBCU grant that you have received since 1991.

Applicant Name Winston-Salem State University  
 Grant Number HBCU-05-NC-221  
 Grant start date (grant agreement, HUD-1044, executed) 08/12/2005  
 Grant end date 08/12/2008

Amount of HUD Grant funds awarded	\$	<u>600,000.00</u>
Amount of HUD Grant funds expended	\$	<u>600,000.00</u>
Balance of Grant funds to be spent	\$	<u>0.00</u>
Total cost of project	\$	<u>1,958,000.00</u>
Amount contributed by partners	\$	<u>[REDACTED]</u>
Partner percentage of total cost		<u>[REDACTED] %</u>

Partner Name City of Winston-Salem (construction loans)  
 Amount Contributed \$ [REDACTED]  
 Partner Name NC Housing Finance Agency (downpayment help)  
 Amount Contributed \$ [REDACTED]  
 Partner Name AmeriCorps Intern, WS Foundation  
 Amount Contributed \$ [REDACTED]  
 Partner Name Mortgage Loans (Granite Bank, BB&T, M&F Bank)  
 Amount Contributed \$ [REDACTED]

### Grant Goals and Objectives

1. Affordable Housing Development goal achieved: Six new homes built and sold with housing counseling and down payment assistance; 2) Expand entrepreneurial development by funding a \$125,000 loan pool and completing business incubator feasibility study. Loan pool established made loans of \$115,400; Regional minority contractors' resource center study completed. Five contractors in first class; 4) Entrepreneurial training with MicroEnterprise Loan Program: 113 people per year participated in the monthly training classes; 5) Provided technical support for church computer labs; 6) Educational attainment: Saturday Academy classes for Business Communications, Conversational Spanish and Microsoft Word.

**RESPONSE SHEET**Applicant Name Winston-Salem State University**Performance Narrative. (continued)**Were / are Grant Goals and Objectives being met? Yes  No Total number of Grant tasks 4Total number of persons to be served by completion of this Grant 08/12/09**For the following questions, please enter a date that is no earlier than the publication date of this SuperNOFA.**Total number of Grant tasks completed as of (enter date) 08/12/09Percentage of Grant tasks completed as of (enter date) 08/12/09Total number of persons served as of (enter date) 08/12/09

List measurable results as of (enter date)

1. Built and sold six houses.
2. Made \$115,000 of small business loans.
3. 113 people per year attended entrepreneurship classes
4. 40 people attended Saturday Academy classes
5. Completed Regional Minority Contractors Resource center study.
6. Provided technical support to church computer labs (approx. four hours per week for 3 years to keep programs running)

Were / are Grant Target dates and Schedules being met? Yes  No 

Impediments or delays in implementation encountered

Other comments:

**RESPONSE SHEET**

The information requested below is to be provided by Previously-funded HBCUs only.

Applicant should duplicate this page as necessary.

**Performance Narrative.** The following information is to be provided for HUD HBCU grant(s). The information will be reviewed in conjunction with the two latest progress reports for the grant(s) which are also to be submitted in response to this subfactor.

The following information is requested for each HUD/HBCU grant that you have received since 1991.

Applicant Name Winston-Salem State University  
 Grant Number HBCU-03-NC-021  
 Grant start date (grant agreement, HUD-1044, executed) 10/15/2003  
 Grant end date 10/15/2007

Amount of HUD Grant funds awarded	\$	<u>550,000.00</u>
Amount of HUD Grant funds expended	\$	<u>550,000.00</u>
Balance of Grant funds to be spent	\$	<u>0.00</u>
Total cost of project	\$	<u>1,750,000.00</u>
Amount contributed by partners	\$	<u>[REDACTED]</u>
Partner percentage of total cost		<u>[REDACTED]</u> %

Partner Name City of Winston-Salem (construction loans)  
 Amount Contributed \$ [REDACTED]  
 Partner Name NC Housing Finance Agency (downpayment help)  
 Amount Contributed \$ [REDACTED]  
 Partner Name LISC  
 Amount Contributed \$ [REDACTED]  
 Partner Name Mortgages  
 Amount Contributed \$ [REDACTED]

**Grant Goals and Objectives**

1) Affordable Housing Counseling: 20 Lunch&Learn workshops held for 190 people; 19 counseled buyers purchased homes although not in the CDC target area; 2) Educational attainment: Quarterly Parenting Skills Classes held in partnership with the Early Childhood Development Center; 3) CDC Community Newsletter: Newsletter

**RESPONSE SHEET**

Applicant Name Winston-Salem State University

**Performance Narrative.** (continued)

Were / are Grant Goals and Objectives being met? Yes  No

Total number of Grant tasks 6

Total number of persons to be served by completion of this Grant 10/15/07

**For the following questions, please enter a date that is no earlier than the publication date of this SuperNOFA.**

Total number of Grant tasks completed as of (enter date) 10/15/07

Percentage of Grant tasks completed as of (enter date) 10/15/07

Total number of persons served as of (enter date) 10/15/07

List measurable results as of (enter date)

1) Six properties acquired for infill construction; one burned house was demolished; two houses built and old; one renter built house she rented for ten years. 2) \$75,000 of direct assistance to buyers; 3) Over 75 people received credit counseling and 7 were mortgage ready; 4) Ten family life skills held at Early Childhood Development Center; 5) Six community meetings held.

Were / are Grant Target dates and Schedules being met? Yes  No

Impediments or delays in implementation encountered

New infill construction has been difficult to sell. Buyers do not like the area. We requested a traffic calming study by city transportation department and got one nuisance tenant evicted. Residential underground oil tank and lead paint issues have slowed rehab work. An extension was requested and granted for housing development activities.

Other comments:

Housing activities are sustainable after HUD HBCU funds are fully expended due to partnership with the city housing department that provides interest-free construction loans. A new assisted living center has brought jobs to neighborhood and a vacant gas station was demolished and is now a green space.

**RESPONSE SHEET**

The information requested below is to be provided by Previously-funded HBCUs only.

Applicant should duplicate this page as necessary.

**Performance Narrative.** The following information is to be provided for HUD HBCU grant(s). The information will be reviewed in conjunction with the two latest progress reports for the grant(s) which are also to be submitted in response to this subfactor.

The following information is requested for each HUD/HBCU grant that you have received since 1991.

Applicant Name Winston-Salem State University  
 Grant Number HBCU-B-99-SB-NC0005  
 Grant start date (grant agreement, HUD-1044, executed) 08/25/2000  
 Grant end date 06/30/2004

Amount of HUD Grant funds awarded	\$	<u>466,665.00</u>
Amount of HUD Grant funds expended	\$	<u>466,665.00</u>
Balance of Grant funds to be spent	\$	<u>0.00</u>
Total cost of project	\$	<u>2,116,976.00</u>
Amount contributed by partners	\$	<u>[REDACTED]</u>
Partner percentage of total cost		<u>[REDACTED]</u> %

Partner Name City of Winston-Salem  
 Amount Contributed \$ [REDACTED]  
 Partner Name Forsyth County Housing Department  
 Amount Contributed \$ [REDACTED]  
 Partner Name Wachovia Mortgage  
 Amount Contributed \$ [REDACTED]  
 Partner Name Self-Help Credit Union  
 Amount Contributed \$ [REDACTED]

**Grant Goals and Objectives**

1) To increase university's role and effectiveness in the community; 2) To increase SGACDC capacity, complete strategic plan; 3) To develop affordable housing units and include minority and women contractors; 4) To organize community meetings and provide support to empower neighborhood residents; 5) To collaborate on computer literacy program; 6) To provide homeownership counseling and grants; 7) To collaborate with other organizations serving the SGACDC target area.

**RESPONSE SHEET**Applicant Name Winston-Salem State University**Performance Narrative. (continued)**Were / are Grant Goals and Objectives being met? Yes  No 

Total number of Grant tasks

4

Total number of persons to be served by completion of this Grant

06/30/04

For the following questions, please enter a date that is no earlier than the publication date of this SuperNOFA.

Total number of Grant tasks completed as of (enter date)

06/30/04

Percentage of Grant tasks completed as of (enter date)

06/30/04

Total number of persons served as of (enter date)

06/30/04

List measurable results as of (enter date)

As of June 2004: 1)Hired new SGACDC staff, August 2001; 2) Established SGACDC office in target area, October 2002; 3) Purchased SGACDC furniture/equipment, October 2002; 4) Built and sold six houses on Excelsior Street; 5) Completed strategic plan with consultant, April 2002; 6) Held eight homebuyer education seminars between Jan2002 and June2003; 7) Started CDC web page, January2003.

Were / are Grant Target dates and Schedules being met? Yes  No 

Impediments or delays in implementation encountered

Implementation of activities was delayed 12 months until new Chancellor and new SGACDC staff was hired. New Chancellor selected a new board of directors and staff and renewed commitment to community revitalization activities. With new leadership grant activities resumed at an accelerated pace.

Other comments:

**RESPONSE SHEET**

Applicant Name: Winston-Salem State University

**Budget-By-Activity** The information that the applicant supplies on this form will be reviewed in conjunction with the narrative response and other documentation for the budget submission requirement.

Activity No.	List Activity and Tasks for Each Activity	Source of Funds					Total
		HUD HBCU Grant	Other Federal	State	Local	Private	
1	Construction/Rehab Roof Parking Lot Training Room Energy Star/Weatherization	\$ 525,000	\$	\$	\$ 110,000	\$	\$ 635,000
2	CDC Staff Direct Labor	\$ 106,000	\$	\$	\$		
2	CDC Staff Fringe Benefits	\$ 31,824	\$	\$	\$	\$	\$ 31,824
3	Travel (3 trips)	\$ 4,500	\$	\$	\$	\$	\$ 4,500
4	Small Business Loans	\$	\$	\$	\$ 100,000	\$	\$ 100,000
Subtotal		\$ 667,404	\$	\$	\$ 210,000		
Costs of Administering Grant		\$ 57,283	\$	\$	\$	\$	\$ 57,283
Percent of Total		% 54.00%	%	%	%	%	%
Total		\$ 724,687	\$	\$	\$ 210,000		

\*Must equal amounts on SF-424.



# Budget Summary

## Federal Share

OMB Approval No. 2528-0235 (exp. 8/31/2010)

Name and Address of Applicant: Winston Salem State University  
601 S. Martin Luther King Jr. Drive  
Winston-Salem, NC 27110

### Detailed Description of Budget

1. Direct Labor	Category Position or Individual	Estimated Hours	Rate/ Hour	Estimated Cost	Total Cost
	Executive Director	6,240.0	17.00	106,080.00	106,080.00
Total Direct Labor Cost					106,080.00
2. Fringe Benefits	Category	Rate	Base	Estimated Cost	Total Cost
	SSI, Medical, Retirement	0.30	106,080	31,824.00	31,824.00
Total Fringe Benefits Cost					31,824.00
3. Materials	Category Item	Quantity	Unit Cost	Estimated Cost	Total Cost
Total Materials Cost					

# Budget Summary (con't.)

## Federal Share

### Detailed Description of Budget

Category		Mileage	Rate/ Mile	Estimated Cost	Total Cost
4. Travel	a. Transportation (1) Local Private Vehicle				
4. Travel	a. Transportation (2) Air/Destination	Trips	Fare	Estimated Cost	Total Cost
	<b>HUD Conference (2 staff)</b>	3	1,500.00	4,500.00	4,500.00
4. Travel	a. Transportation (3) Other/Item	Quantity	Unit Cost	Estimated Cost	Total Cost
4. Travel	b. Per Diem or Subsistence	Days	Rate/ Day	Estimated Cost	Total Cost
Total Travel Cost					
5. Equipment	Category Item	Quantity	Unit Cost	Estimated Cost	Total Cost
Total Equipment Cost					
8. Consultants	Category Type	Days	Rate/ Day	Estimated Cost	Total Cost
Total Consultants Cost					





Budget Summary (con't.)  
**Non-Federal Share**

Detailed Description of Budget

Category			Mileage	Rate/ Mile	Estimated Cost	Total Cost
4. Travel	a. Transportation	(1) Local Private Vehicle				
4. Travel	a. Transportation	(2) Air/Destination	Trips	Fare	Estimated Cost	Total Cost
4. Travel	a. Transportation	(3) Other/Item	Quantity	Unit Cost	Estimated Cost	Total Cost
4. Travel	b. Per Diem or Subsistence		Days	Rate/ Day	Estimated Cost	Total Cost
Total Travel Cost						
Category Item			Quantity	Unit Cost	Estimated Cost	Total Cost
5. Equipment						
Total Equipment Cost						
Category Type			Days	Rate/ Day	Estimated Cost	Total Cost
6. Consultants						
Total Consultants Cost						











**The Winston-Salem Community Development  
Support Collaborative**

July 22, 2009

Ms. Sherone Ivey  
Deputy Assistant Secretary for University Partnerships  
Office of Community Planning and Development  
Department of Housing and Urban Development  
451 7th Street, SW, Room 7251  
Washington, DC 20410-3500

SUBJECT: \$73,000 Grant Award to Simon Green Atkins CDC from Winston-Salem's  
Community Development Support Collaborative (a.k.a. Funders' Collaborative)

Dear Ms. Ivey:

This letter serves to confirm grant funding commitment to support the Simon Green Atkins CDC's proposal to you in response to HUD Notice of Funding Availability, FR-5300-N-30 for Historically Black Colleges and Universities. The Winston-Salem Community Development Support Collaborative on December 12, 2008 awarded the SG Atkins CDC a \$73,000 grant for core-operating support to pay salaries, fringe benefits and staff training for the period July 1, 2009 to June 30, 2010. This grant is to assist the efforts of the CDC to complete its strategic plan, community building, commercial and affordable housing development, along with developing a business incubator.

Please feel free to contact me by telephone at (336) 747-0050 or by e-mail at [clarewallace@triad.rr.com](mailto:clarewallace@triad.rr.com), if additional information is desired or if you have any questions or concerns.

Sincerely,



Clare Wallace,  
Staff Consultant

cc: Michael Clements, Vice President of Community Investment, The Winston-Salem  
Foundation



Winston-Salem

Housing/Neighborhood  
Development Department

City of Winston-Salem  
P.O. Box 2511  
Winston-Salem, NC 27102  
Tel 336.727.8597  
Fax 336.727.2878  
www.cityofws.org

July 23, 2009

Ms. Sherone Ivey  
Associate Deputy Assistant Secretary for University Partnerships  
Processing and Control Branch  
Office of Community Planning and Development  
U.S. Department of Housing & Urban Development  
451 Seventh Street, SW, Room 7251  
Washington, DC 20410-3500

**Re: HUD Notice of Funding Availability, FR-5200-N-20 Historically Black Colleges and Universities**

Dear Ms. Ivey:

I am writing to provide the support of the City of Winston-Salem for the proposed purchase and renovation of the building located at 1922 South Martin Luther King Jr. Drive in Winston-Salem, NC by S.G. Atkins CDC for the use as office space for low and moderate income entrepreneurs.

If this proposal is funded, The City of Winston-Salem commits the following support:

1. **Neighborhood Revitalization Strategy Area Building Rehab Loan Fund - [REDACTED]**  
This program provides forgivable loans that can be used for the rehabilitation of properties located within the Neighborhood Revitalization Strategy Area (NRSA) of the City of Winston-Salem. (1922 South Martin Luther King Jr. Drive is located within the NRSA).
2. **Small Business Loan Fund – up to [REDACTED]** This program provides loans to small businesses located in NRSA, and would be available to businesses located in the building, subject to approval by the City's Small Business Loan Committee.
3. **Technical Assistance - [REDACTED] (In kind).** This assistance would take the form of technical assistance to small businesses by Development Office staff, as well as direct assistance to the CDC by Inspections Department staff related to the building renovation.

HUD Notice of Fund Availability  
July 23, 2009  
Page 2

4. **General Obligation Bonds Fund** - [REDACTED] This assistance would be a deferred loan to be used for the rehabilitation of the property located at 1922 South Martin Luther King Jr. Drive.
5. **Urban Development Action Grant (UDAG)** - [REDACTED] This assistance would be a deferred loan to be used for the rehabilitation of the property located at 1922 South Martin Luther King Jr. Drive.

The General Obligation Bonds and Neighborhood Revitalization Strategy Area Building Rehabilitation Loan Funds are to leverage the funds committed by Winston-Salem State University for repairs to the building. Funds are currently available.

Sincerely,



Mellin L. Parker  
Director

MLP/mrd

c: Reuben Gonzales, Director, Development/MWBE  
Carol Davis, Director, S.G. Atkins CDC

### ATTACHMENTS FORM

**Instructions:** On this form, you will attach the various files that make up your grant application. Please consult with the appropriate Agency Guidelines for more information about each needed file. Please remember that any files you attach must be in the document format and named as specified in the Guidelines.

**Important:** Please attach your files in the proper sequence. See the appropriate Agency Guidelines for details.

1) Please attach Attachment 1	2009 HUD ABSTRACT FINAL.pdf	Add Attachment	Delete Attachment	View Attachment
2) Please attach Attachment 2	HUD 2009 Application Narrati	Add Attachment	Delete Attachment	View Attachment
3) Please attach Attachment 3	HUD 2991 form.pdf	Add Attachment	Delete Attachment	View Attachment
4) Please attach Attachment 4	HUD 2993 form.pdf	Add Attachment	Delete Attachment	View Attachment
5) Please attach Attachment 5	HUD 40076 forms FINAL.pdf	Add Attachment	Delete Attachment	View Attachment
6) Please attach Attachment 6	HBCU WSSU logic model FINAL.p	Add Attachment	Delete Attachment	View Attachment
7) Please attach Attachment 7	HUD HBCU leverage letters.pdf	Add Attachment	Delete Attachment	View Attachment
8) Please attach Attachment 8		Add Attachment	Delete Attachment	View Attachment
9) Please attach Attachment 9		Add Attachment	Delete Attachment	View Attachment
10) Please attach Attachment 10		Add Attachment	Delete Attachment	View Attachment
11) Please attach Attachment 11		Add Attachment	Delete Attachment	View Attachment
12) Please attach Attachment 12		Add Attachment	Delete Attachment	View Attachment
13) Please attach Attachment 13		Add Attachment	Delete Attachment	View Attachment
14) Please attach Attachment 14		Add Attachment	Delete Attachment	View Attachment
15) Please attach Attachment 15		Add Attachment	Delete Attachment	View Attachment

# Survey on Ensuring Equal Opportunity For Applicants

OMB No. 1890-0014 Exp. 2/28/2009

## Purpose:

The Federal government is committed to ensuring that all qualified applicants, small or large, non-religious or faith-based, have an equal opportunity to compete for Federal funding. In order for us to better understand the population of applicants for Federal funds, we are asking nonprofit private organizations (not including private universities) to fill out this survey.

Upon receipt, the survey will be separated from the application. Information provided on the survey will not be considered in any way in making funding decisions and will not be included in the Federal grants database. While your help in this data collection process is greatly appreciated, completion of this survey is voluntary.

## Instructions for Submitting the Survey

If you are applying using a hard copy application, please place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. If you are applying electronically, please submit this survey along with your application.

Applicant's (Organization) Name:	Winston-Salem State University
Applicant's DUNS Name:	[REDACTED]
Federal Program:	Historically Black Colleges and Universities (HBCU)
CFDA Number:	14.520

1. Has the applicant ever received a grant or contract from the Federal government?

Yes  No

2. Is the applicant a faith-based organization?

Yes  No

3. Is the applicant a secular organization?

Yes  No

4. Does the applicant have 501(c)(3) status?

Yes  No

5. Is the applicant a local affiliate of a national organization?

Yes  No

6. How many full-time equivalent employees does the applicant have? (Check only one box).

3 or Fewer  15-50  
 4-5  51-100  
 6-14  over 100

7. What is the size of the applicant's annual budget? (Check only one box.)

Less Than \$150,000  
 \$150,000 - \$299,999  
 \$300,000 - \$499,999  
 \$500,000 - \$999,999  
 \$1,000,000 - \$4,999,999  
 \$5,000,000 or more

## Survey Instructions on Ensuring Equal Opportunity for Applicants

OMB No. 1890-0014 Exp. 2/28/2009

Provide the applicant's (organization) name and DUNS number and the grant name and CFDA number.

1. Self-explanatory.
2. Self-identify.
3. Self-identify.
4. 501(c)(3) status is a legal designation provided on application to the Internal Revenue Service by eligible organizations. Some grant programs may require nonprofit applicants to have 501(c)(3) status. Other grant programs do not.
5. Self-explanatory.
6. For example, two part-time employees who each work half-time equal one full-time equivalent employee. If the applicant is a local affiliate of a national organization, the responses to survey questions 2 and 3 should reflect the staff and budget size of the local affiliate.
7. Annual budget means the amount of money your organization spends each year on all of its activities.

### **Paperwork Burden Statement**

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. The valid OMB control number for this

information collection is **1890-0014**. The time required

to complete this information collection is estimated to average five (5) minutes per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection.

**If you have any comments concerning the accuracy of the time estimate(s) or suggestions for improving this form, please write to:** The Agency Contact listed in this grant application package.

**Grant Applications  
Detailed Budget**

U.S. Department of Housing  
and Urban Development

OMB Approval No. 2501-0017  
(expires 01/31/2008)

Close Form

Print Page

About

\* Organization Name: Winston-Salem State University

\* Project/Activity Name: Eastside Enterprise Center: A Landmark Revitalization for ED

	Functional Categories									
	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9	Total
	HUD Share (\$)	Applicant Match (\$)	Other HUD Funds (\$)	Other Fed Share (\$)	State Share (\$)	Local/Tribal Share (\$)	Other Share (\$)	Program Income (\$)		Total (\$)
a. Personnel (Direct Labor)	35,360.00					73,000.00				108,360.00
b. Fringe benefits	10,605.00									10,605.00
c. Travel	1,500.00									1,500.00
d. Equipment (only items > \$5,000 depreciated value)										
e. Supplies (only items < \$5,000 depreciated value)										
f. Contractual										
g. Construction										
1 Administration and Legal Expenses										
2 Land, Structures, Rights-of-Way Appraisals, etc.										
3 Relocation Expenses and Payments										
4 Architectural and Engineering Fees										
5 Other Architectural and Engineering Fees										
6 Project Inspection Fees										
7 Site Work										
8 Demolition and Removal										
9 Construction	525,000.00					110,000.00				635,000.00
10. Equipment										
11. Contingencies										
12. Miscellaneous										
h. Other Direct Costs										
i. Subtotal of Direct Costs	572,468.00					183,000.00				755,468.00
j. Indirect Costs (% Approved Indirect Cost Rate <u>34.00</u> %)										19,094.00
Grand Total (Year <u>1</u> ):										774,562.00
Grand Total (All Years):										1,907,667.00

Next Year

Close Form

Print Page

About

Grant Applications Detailed Budget

U.S. Department of Housing and Urban Development

OMB Approval No. 2501-0017 (expires 01/31/2008)

Organization Name: Winston-Salem State University

Project/Activity Name: Eastside Enterprise Center: A Landmark Revitalization for ED

	Functional Categories									Total (\$)
	Column 1 HUD Share (\$)	Column 2 Applicant Match (\$)	Column 3 Other HUD Funds (\$)	Column 4 Other Fed Share (\$)	Column 5 State Share (\$)	Column 6 Local/Tribal Share (\$)	Column 7 Other Share (\$)	Column 8 Program Income (\$)	Column 9	
a. Personnel (Direct Labor)	35,360.00									35,360.00
b. Fringe Benefits	10,608.00									10,608.00
c. Travel	1,500.00									1,500.00
d. Equipment (only items > \$5,000 depreciated value)										
e. Supplies (only items < \$5,000 depreciated value)										
f. Contractual										
g. Construction										
1. Administration and Legal Expenses										
2. Land Structures, Rights-of-Way Appraisals, etc.										
3. Relocation Expenses and Payments										
4. Architectural and Engineering Fees										
5. Other Architectural and Engineering Fees										
6. Project Inspection Fees										
7. Site Work										
8. Demolition and Removal										
9. Construction										
10. Equipment										
11. Contingencies										
12. Miscellaneous										
h. Other Direct Costs						100,000.00				100,000.00
i. Subtotal of Direct Costs	47,468.00					100,000.00				147,468.00
j. Indirect Costs (% Approved Indirect Cost Rate: 5.43%)										7,980.00
Grand Total (Year 2)										155,448.00
Grand Total (All Years):										1,007,687.00

Previous Year Next Year

Grant Applications  
Detailed Budget

U.S. Department of Housing  
and Urban Development

OMB Approval No. 2501-0017  
(expires 07/31/2008)

Organization Name:

Project/Activity Name:

	Functional Categories									All Years
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	
	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9	
	HUD Share (\$)	Applicant Match (\$)	Other HUD Funds (\$)	Other Fed Share (\$)	State Share (\$)	Local/Tribal Share (\$)	Other Share (\$)	Program Income (\$)	Total (\$)	
a. Personnel (Direct Labor)	35,360.00								35,360.00	
b. Fringe benefits	10,656.00								10,656.00	
c. Travel	1,500.00								1,500.00	
d. Equipment (only items > \$5,000 depreciated value)										
e. Supplies (only items < \$5,000 depreciated value)										
f. Contractual										
g. Construction										
1. Administration and Legal Expenses										
2. Land Structures, Rights-of-Way Appraisals, etc.										
3. Renovation Expenses and Payments										
4. Architectural and Engineering Fees										
5. Other Architectural and Engineering Fees										
6. Project Inspection Fees										
7. Site Work										
8. Demolition and Removal										
9. Construction										
10. Equipment										
11. Contingencies										
12. Miscellaneous										
h. Other Direct Costs										
i. Subtotal of Direct Costs	47,568.00								47,568.00	
j. Indirect Costs (% Approved Indirect Cost Rate <input type="text" value="0.00"/> %)										
Grand Total (Year <input type="text" value="1"/> )									47,568.00	
Grand Total (All Years)									47,568.00	

Previous Year      Next Year

**Grant Applications  
Detailed Budget**

U.S. Department of Housing  
and Urban Development

OMB Approval No. 2501-0017  
(expires 01/31/2008)

Close Form

Print Page

About

Organization Name: Winston-Salem State University

Project/Activity Name: Eastside Enterprise Center: A Landmark Revitalization for ED

	Functional Categories								
	Column 1 HUD Share (\$)	Column 2 Applicant Match (\$)	Column 3 Other HUD Funds (\$)	Column 4 Other Fed Share (\$)	Column 5 State Share (\$)	Column 6 Local/Tribal Share (\$)	Column 7 Other Share (\$)	Column 8 Program Income (\$)	Column 9 Total (\$)
a. Personnel (Direct Labor)	186,080.00					73,000.00			179,080.00
b. Fringe Benefits	31,824.00								31,824.00
c. Travel	4,500.00								4,500.00
d. Equipment (only items > \$5,000 depreciated value)									
e. Supplies (only items < \$5,000 depreciated value)									
f. Contractual									
g. Construction									
1. Administration and Legal Expenses									
2. Land Structures, Rights-of- Way Appraisals, etc.									
3. Relocation Expenses and Payments									
4. Architectural and Engineering Fees									
5. Other Architectural and Engineering Fees									
6. Project Inspection Fees									
7. Site Work									
8. Demolition and Removal									
9. Construction	925,000.00					118,000.00			635,000.00
10. Equipment									
11. Contingencies									
12. Miscellaneous									
h. Other Direct Costs						100,000.00			100,000.00
i. Subtotal of Direct Costs	667,404.00					283,000.00			950,404.00
j. Indirect Costs (% Approved Indirect Cost Rate <input type="text" value="5.00"/> %)									57,283.00
Grand Total (Year <input type="text" value="All"/> ):									1,007,687.00
Grand Total (All Years)									1,007,687.00

Previous Year

**Applicant/Recipient  
Disclosure/Update Report**

U.S. Department of Housing  
and Urban Development

OMB Approval No. 2510-0011  
(exp. 08/31/2009)

Applicant/Recipient Information

\* Duns Number:

\* Report Type:

INITIAL

1. Applicant/Recipient Name, Address, and Phone (include area code):

\* Applicant Name:

Winston-Salem State University

\* Street1:

601 S. Martin Luther King Jr. Drive

Street2:

\* City:

Winston-Salem

County:

\* State:

NC: North Carolina

\* Zip Code:

27110

\* Country:

USA: UNITED STATES

\* Phone:

336-750-2413

2. Social Security Number or Employer ID Number:

\* 3. HUD Program Name:

Historically Black Colleges and Universities Program

\* 4. Amount of HUD Assistance Requested/Received: \$

724,687.00

5. State the name and location (street address, City and State) of the project or activity:

\* Project Name:

Eastside Enterprise Center: A Landmark Revitalization for ED

\* Street1:

1922 S. Martin Luther King Jr. Drive

Street2:

\* City:

Winston-Salem

County:

\* State:

NC: North Carolina

\* Zip Code:

27107

\* Country:

USA: UNITED STATES

**Part I Threshold Determinations**

\* 1. Are you applying for assistance for a specific project or activity? These terms do not include formula grants, such as public housing operating subsidy or CDBG block grants. (For further information see 24 CFR Sec. 4.3).

Yes

No

\* 2. Have you received or do you expect to receive assistance within the jurisdiction of the Department (HUD), involving the project or activity in this application, in excess of \$200,000 during this fiscal year (Oct. 1-Sep. 30)? For further information, see 24 CFR Sec. 4.9

Yes

No

If you answered " No " to either question 1 or 2, **Stop!** You do not need to complete the remainder of this form.

**However,** you must sign the certification at the end of the report.

Form HUD-2880 (3/99)

**Part II Other Government Assistance Provided or Requested / Expected Sources and Use of Funds.**

Such assistance includes, but is not limited to, any grant, loan, subsidy, guarantee, insurance, payment, credit, or tax benefit.

Department/State/Local Agency Name:

\* Government Agency Name:

City of Winston-Salem

Government Agency Address:

\* Street1: 100 S. Chestnut Street

Street2:

\* City: Winston-Salem

County:

\* State: NC: North Carolina

\* Zip Code: 27101

\* Country: USA: UNITED STATES

\* Type of Assistance: loan

\* Amount Requested/Provided: \$ 210,000.00

\* Expected Uses of the Funds:

construction, small business loan funds

Department/State/Local Agency Name:

\* Government Agency Name:

Government Agency Address:

\* Street1:

Street2:

\* City:

County:

\* State:

\* Zip Code:

\* Country:

\* Type of Assistance:

\* Amount Requested/Provided: \$

\* Expected Uses of the Funds:

(Note: Use Additional pages if necessary.)

Add Attachment

Delete Attachment

View Attachment

**Part III Interested Parties.** You must decide.

1. All developers, contractors, or consultants involved in the application for the assistance or in the planning, development, or implementation of the project or activity and

2. Any other person who has a financial interest in the project or activity for which the assistance is sought that exceeds \$50,000 or 10 percent of the assistance (whichever is lower).

* Alphabetical list of all persons with a reportable financial interest in the project or activity (For individuals, give the last name first)	* Social Security No. or Employee ID No.	* Type of Participation in Project/Activity	* Financial Interest in Project/Activity (\$ and %)
<input type="text"/>	<input type="text"/>	<input type="text"/>	\$ <input type="text"/> <input type="text"/> %
			\$ <input type="text"/> %
			\$ <input type="text"/> %
			\$ <input type="text"/> %
			\$ <input type="text"/> %

(Note: Use Additional pages if necessary.)

Add Attachment

Delete Attachment

View Attachment

**Certification**

**Warning:** If you knowingly make a false statement on this form, you may be subject to civil or criminal penalties under Section 1001 of Title 18 of the United States Code. In addition, any person who knowingly and materially violates any required disclosures of information, including intentional non-disclosure, is subject to civil money penalty not to exceed \$10,000 for each violation.

I certify that this information is true and complete.

\* Signature:

\* Date: (mm/dd/yyyy)

Jessica Bailey

07/24/2009

## Facsimile Transmittal

U. S. Department of Housing  
and Urban DevelopmentOMB Approval No. 2525-0118  
exp. Date (5/30/2008)

1248366629-7646

Office of Department Grants  
Management and Oversight

\* Name of Document Transmitting: Leverage Letter

## 1. Applicant Information:

\* Legal Name: Winston-Salem State University

\* Address:

\* Street1: 601 S. Martin Luther King Jr. Drive

Street2:

\* City: Winston-Salem

County:

\* State: NC: North Carolina

\* Zip Code: 27110

\* Country: USA: UNITED STATES

## 2. Catalog of Federal Domestic Assistance Number:

\* Organizational DUNS: [REDACTED] CFDA No.: 14.520

Title: Historically Black Colleges and Universities Program

Program Component:

## 3. Facsimile Contact Information:

Department: Academic Affairs

Division:

## 4. Name and telephone number of person to be contacted on matters involving this facsimile.

Prefix: Mrs. \* First Name: Carol

Middle Name: T.

\* Last Name: Davis

Suffix:

\* Phone Number: 336-779-7331

Fax Number: 336-779-7384

\* 5. Email: davis@wssu.edu

## \* 6. What is your Transmittal? (Check one box per fax)

 a. Certification
  b. Document
  c. Match/Leverage Letter
  d. Other

\* 7. How many pages (including cover) are being faxed?

4

## Application for Federal Assistance SF-424

Version 02

## \* 1. Type of Submission:

- Preapplication  
 Application  
 Changed/Corrected Application

## \* 2. Type of Application:

- New  
 Continuation  
 Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify)

## \* 3. Date Received:

07/24/2009

## 4. Applicant Identifier:

## 5a. Federal Entity Identifier:

## \* 5b. Federal Award Identifier:

## State Use Only:

## 6. Date Received by State:

## 7. State Application Identifier:

## 8. APPLICANT INFORMATION:

## \* a. Legal Name:

Winston-Salem State University

## \* b. Employer/Taxpayer Identification Number (EIN/TIN):

566001466

## \* c. Organizational DUNS:

## d. Address:

## \* Street1:

601 S. Martin Luther King Jr. Drive

## Street2:

## \* City:

Winston-Salem

## County:

## \* State:

NC: North Carolina

## Province:

## \* Country:

USA: UNITED STATES

## \* Zip / Postal Code:

27110

## e. Organizational Unit:

## Department Name:

Academic Affairs

## Division Name:

## f. Name and contact information of person to be contacted on matters involving this application:

## Prefix:

Ms.

## \* First Name:

Valerie

## Middle Name:

## \* Last Name:

Howard

## Suffix:

## Title:

Director, Sponsored Programs

## Organizational Affiliation:

Office of Sponsored Programs

## \* Telephone Number:

336-750-2413

## Fax Number:

336-750-2412

## \* Email:

howardv@wssu.edu

Application for Federal Assistance SF-424

Version 02

9. Type of Applicant 1: Select Applicant Type:

T: Historically Black Colleges and Universities (HBCUs)

Type of Applicant 2: Select Applicant Type:

H: Public/State Controlled Institution of Higher Education

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

\* 10. Name of Federal Agency:

US Department of Housing and Urban Development

11. Catalog of Federal Domestic Assistance Number:

14.520

CFDA Title:

Historically Black Colleges and Universities Program

\* 12. Funding Opportunity Number:

FR-5300-N-30

\* Title:

Historically Black Colleges and Universities (HBCU)

13. Competition Identification Number:

HBCU-30

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Winston-Salem, Forsyth County, North Carolina

\* 15. Descriptive Title of Applicant's Project:

Eastside Enterprise Center: A Landmark Revitalization Project for Economic Development

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

Version 02

16. Congressional Districts Of:

\* a. Applicant

\* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:

\* a. Start Date:

\* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="724,687.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="283,000.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="1,007,687.00"/>

\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)

Yes  No

21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

\*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix:  \* First Name:

Middle Name:

\* Last Name:

Suffix:

\* Title:

\* Telephone Number:  Fax Number:

\* Email:

\* Signature of Authorized Representative:  \* Date Signed:

**Application for Federal Assistance SF-424**

Version 02

**\* Applicant Federal Debt Delinquency Explanation**

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.