

Before Starting the CoC Application

The CoC Consolidated Application consists of three parts, the CoC Application, the CoC Priority Listing, and all the CoC's project applications that were either approved and ranked, or rejected. All three must be submitted for the CoC Consolidated Application to be considered complete.

The Collaborative Applicant is responsible for reviewing the following:

1. The FY 2019 CoC Program Competition Notice of Funding Available (NOFA) for specific application and program requirements.
2. The FY 2019 CoC Application Detailed Instructions which provide additional information and guidance for completing the application.
3. All information provided to ensure it is correct and current.
4. Responses provided by project applicants in their Project Applications.
5. The application to ensure all documentation, including attachment are provided.
6. Questions marked with an asterisk (*), which are mandatory and require a response.

1A. Continuum of Care (CoC) Identification

Instructions:

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

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1A-1. CoC Name and Number: NC-500 - Winston-Salem/Forsyth County CoC

1A-2. Collaborative Applicant Name: City of Winston-Salem

1A-3. CoC Designation: CA

1A-4. HMIS Lead: Michigan Coalition Against Homelessness

1B. Continuum of Care (CoC) Engagement

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Warning! The CoC Application score could be affected if information is incomplete on this formlet.

1B-1. CoC Meeting Participants.

For the period of May 1, 2018 to April 30, 2019, applicants must indicate whether the Organization/Person listed:

- 1. participated in CoC meetings;**
- 2. voted, including selecting CoC Board members; and**
- 3. participated in the CoC’s coordinated entry system.**

Organization/Person	Participates in CoC Meetings	Votes, including selecting CoC Board Members	Participates in Coordinated Entry System
Local Government Staff/Officials	Yes	Yes	Yes
CDBG/HOME/ESG Entitlement Jurisdiction	Yes	Yes	Yes
Law Enforcement	Yes	Yes	Yes
Local Jail(s)	Yes	No	Yes
Hospital(s)	Yes	Yes	Yes
EMS/Crisis Response Team(s)	Yes	Yes	Yes
Mental Health Service Organizations	Yes	Yes	Yes
Substance Abuse Service Organizations	Yes	Yes	Yes
Affordable Housing Developer(s)	Yes	Yes	Yes
Disability Service Organizations	Yes	Yes	Yes
Disability Advocates	Yes	Yes	Yes
Public Housing Authorities	Yes	Yes	Yes
CoC Funded Youth Homeless Organizations	Not Applicable	No	No
Non-CoC Funded Youth Homeless Organizations	Yes	Yes	Yes

Youth Advocates	Yes	Yes	Yes
School Administrators/Homeless Liaisons	Yes	Yes	Yes
CoC Funded Victim Service Providers	Yes	Yes	Yes
Non-CoC Funded Victim Service Providers	Yes	Yes	Yes
Domestic Violence Advocates	Yes	No	Yes
Street Outreach Team(s)	Yes	Yes	Yes
Lesbian, Gay, Bisexual, Transgender (LGBT) Advocates	Yes	Yes	Yes
LGBT Service Organizations	Yes	Yes	Yes
Agencies that serve survivors of human trafficking	Yes	Yes	Yes
Other homeless subpopulation advocates	Yes	Yes	Yes
Homeless or Formerly Homeless Persons	Yes	Yes	Yes
Mental Illness Advocates	Yes	Yes	Yes
Substance Abuse Advocates	Yes	Yes	Yes
Other:(limit 50 characters)			
Govt: VA, DSS, Public Health, & Library	Yes	Yes	Yes
Private Businesses, Attorneys, & Landlords	Yes	Yes	Yes
Non-Profit (funders, employment) & Faith-Based	Yes	Yes	Yes

1B-1a. CoC’s Strategy to Solicit/Consider Opinions on Preventing/Ending Homelessness.

Applicants must describe how the CoC:

- 1. solicits and considers opinions from a broad array of organizations and individuals that have knowledge of homelessness, or an interest in preventing and ending homelessness;**
- 2. communicates information during public meetings or other forums the CoC uses to solicit public information;**
- 3. takes into consideration information gathered in public meetings or forums to address improvements or new approaches to preventing and ending homelessness; and**
- 4. ensures effective communication with individuals with disabilities, including the availability of accessible electronic formats, e.g., PDF. (limit 2,000 characters)**

1) With an open communication and engagement strategy, the WS/FC CoC solicits and considers opinions from any organization/person interested in preventing or ending homelessness. Visitors and members present their issues at meetings. Committees/workgroups have diverse, active representation cutting across organizational levels. Our Homeless Caucus speaks for homeless/formerly homeless persons. Our faith-based seasonal shelters broaden membership, bringing new ideas to the CoC. VA reps and mainstream organizations engage in planning. Victim services, family/youth providers, & LEA work to end family/youth homelessness. Full membership meetings will shift to a town hall format soon, enabling us to gather more ideas/opinions on a wider range of homeless topics.

2) CoC meetings always communicate information and educate membership on pertinent issues. Topics arise from either voiced membership interest/need or a community partner’s desire to share their work in a homeless-oriented forum.

Recent information sharing included Goodwill's employment resources and World Relief's efforts against human trafficking. The CoC's 100+ member listserv promotes other community-based, information-sharing events.

3) Since presenting, Goodwill and World Relief are improving daily CoC work by infusing new ideas and approaches. CoC leadership remain committed, beyond 2018 strategic planning, to stakeholder engagement (e.g., DSS, hospitals, & mental health) through regular one-on-one meetings. CoC Action Camps using CQI identify strategies and implement new approaches to preventing and ending homelessness (e.g., Homeless Caucus concerns about the tight housing market resulted in Housing Placement Days & tours of pre-inspected apartments).

4) The CoC uses email and websites (CoC, Collaborative Applicant, & NC211) to provide individuals with disabilities and others in the community with accessible electronic formats of documents, as well as online surveys and forms for soliciting opinions.

1B-2. Open Invitation for New Members.

Applicants must describe:

- 1. the invitation process;**
 - 2. how the CoC communicates the invitation process to solicit new members;**
 - 3. how the CoC ensures effective communication with individuals with disabilities, including the availability of accessible electronic formats;**
 - 4. how often the CoC solicits new members; and**
 - 5. any special outreach the CoC conducted to ensure persons experiencing homelessness or formerly homeless persons are encouraged to join the CoC.**
- (limit 2,000 characters)**

- 1) The WS/FC CoC has a transparent and open, standing, year-round invitation process, engaging new members through several mechanisms. First, anyone interested may join at any time by attending meetings and/or participating in our listserv. Second, CoC leaders, members, and/or individuals representing the Collaborative Applicant (City of Winston-Salem) and CoC-funded organizations, including the United Way and homeless providers, actively recruit new members through one-on one engagements and solicitations of individuals/organizations with key roles in providing services to the homeless. Third, the CoC conducts an annual publicly-posted membership drive.
- 2) The CoC's open, standing, year-round invitation process to solicit new members is communicated via its website, which includes an online form to join and receive emails, as well as through regular membership communications (i.e., public forums/meetings, word of mouth, email, social media, etc.). The CoC conducts an intensive membership drive annually, which is promoted via TV, website, and social media).
- 3) The CoC uses a variety of accessible formats, including pdfs posted on websites (both CoC and Collaborative Applicant), links to online forms, advertisements on TV or social media, and access to Translation & Interpretation Enterprise (TIE) via Catholic Charities, to ensure effective communication with individuals with disabilities or LEP.
- 4) The CoC solicits new members in an annual membership drive each fall, as well as year-round through daily forms of direct contact and communication.
- 5) Our CoC is proud to have the active engagement of persons experiencing

homelessness and formerly homeless persons. The CoC's Homeless Caucus meets monthly at the Forsyth County Public Library. The Homeless Caucus Chair is an active member of the CoC's Operating Cabinet, and a member of the Homeless Caucus is also appointed to the CoC's governing body, the Commission on Ending Homelessness.

1B-3. Public Notification for Proposals from Organizations Not Previously Funded.

Applicants must describe:

- 1. how the CoC notifies the public that it is accepting project application proposals, and that it is open to and will consider applications from organizations that have not previously received CoC Program funding, as well as the method in which proposals should be submitted;**
- 2. the process the CoC uses to determine whether the project application will be included in the FY 2019 CoC Program Competition process;**
- 3. the date(s) the CoC publicly announced it was open to proposal;**
- 4. how the CoC ensures effective communication with individuals with disabilities, including the availability of accessible electronic formats; and**
- 5. if the CoC does not accept proposals from organizations that have not previously received CoC Program funding or did not announce it was open to proposals from non-CoC Program funded organizations, the applicant must state this fact in the response and provide the reason the CoC does not accept proposals from organizations that have not previously received CoC Program funding.**
(limit 2,000 characters)

1) The Collaborative Applicant (CA), City of Winston-Salem, coordinates the CoC's open solicitation and review process. Funding availability and project application details, which includes the method for submission, is advertised by newspaper, website, YouTube, TV, and email to CoC members and the public (released 5/16/19). The CA conducts a grant workshop (held 6/3/19) for interested parties which focuses on helping new applicants and/or subrecipients. The workshop is also advertised via email, newspapers, and TV. While not a HUD-designated UFA, our CA provides administrative & fiscal management as project applicant on behalf of subrecipients; however, that role is not required by the CoC. The CoC actively promotes new membership and project ideas throughout the year, and meetings are a primary means of funding promotion.

2) The CA communicates the process for project application review, selection, and ranking annually to membership through meetings, as well as through web postings of documents regarding process, policy, and meeting minutes. Postings from prior years are available year-round on the CA's website. Renewal CoC projects undergo a rigorous performance review; new CoC project proposals are rated on capacity, strategic priority, project approach and design, and cost effectiveness. The rating tools are posted on the CA's website. All projects are ranked by an objective Rating Panel; then voted on by a Commission with strict conflict of interest rules.

3) The CA, which coordinates the project application process for the CoC, publicly announced it was open to receive proposals on May 16, 2019.

4) The CoC uses a variety of accessible formats, including pdfs posted on websites (both CoC and Collaborative Applicant), links to online forms, advertisements on TV or social media, and access to Translation &

Interpretation Enterprise (TIE) via Catholic Charities, to ensure effective communication with individuals with disabilities or LEP.

5) Not applicable

1C. Continuum of Care (CoC) Coordination

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1C-1. CoCs Coordination, Planning, and Operation of Projects.

Applicants must select the appropriate response for each federal, state, local, private, other organizations, or program source the CoC included in the planning and operation of projects that serve individuals experiencing homelessness, families experiencing homelessness, unaccompanied youth experiencing homelessness, persons who are fleeing domestic violence, or persons at risk of homelessness.

Entities or Organizations the CoC coordinates planning and operation of projects	Coordinates with Planning and Operation of Projects
Housing Opportunities for Persons with AIDS (HOPWA)	Yes
Temporary Assistance for Needy Families (TANF)	Yes
Runaway and Homeless Youth (RHY)	Yes
Head Start Program	Yes
Funding Collaboratives	Yes
Private Foundations	Yes
Housing and services programs funded through U.S. Department of Justice (DOJ) Funded Housing and Service Programs	Yes
Housing and services programs funded through U.S. Health and Human Services (HHS) Funded Housing and Service Programs	Yes
Housing and service programs funded through other Federal resources	Yes
Housing and services programs funded through State Government	Yes
Housing and services programs funded through Local Government	Yes
Housing and service programs funded through private entities, including foundations	Yes
Other:(limit 50 characters)	
Service programs - Cardinal Innovations (LME/MCO)	Yes

Service programs - Area Medical Centers	Yes
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1C-2. CoC Consultation with ESG Program Recipients.

Applicants must describe how the CoC:
1. consulted with ESG Program recipients in planning and allocating ESG funds;
2. participated in the evaluating and reporting performance of ESG Program recipients and subrecipients; and
3. ensured local homelessness information is communicated and addressed in the Consolidated Plan updates.
(limit 2,000 characters)

- 1) The City of Winston-Salem is the ESG entitlement recipient, CoC Collaborative Applicant (CA), state ESG fiscal sponsor, and CoC Administrator under the CoC Governance Charter. City staff (ESG Program Recipient) and ESG Program Subrecipients all serve on our CoC's Operating Cabinet and are engaged in ongoing consultation at CoC meetings and other venues, which help inform the planning and allocating of ESG funds. The City uses a single application for entitlement and state ESG funding. Our CoC's Rating Panel makes both CoC and ESG funding recommendations. Prior to approving funding recommendations, the CoC Board seeks comments from the Operating Cabinet on funding recommendations and strategies.
- 2) Our CoC CA coordinates entitlement and State ESG funding using a single application process for both. Per the WS/FC CoC Governance Charter, our CoC appoints a Rating Panel to approve performance measures and make state and entitlement ESG funding recommendations, which are reviewed by the CoC Operating Cabinet and approved by the governing CoC Board, the Commission on Ending Homelessness, before the CA's board provides authority to submit ESG applications to HUD or the state. CoC and ESG programs enter data in an HMIS administered by the CA. This data is provided to the CoC Rating Panel, which considers performance in making CoC and ESG funding decisions.
- 3) Our CoC CA leads the local ConPlan PJ. The CA also provides PIT data to the state ESG office and ConPlan jurisdiction. In addition, our CoC is participating in ConPlan updates at the state level by soliciting CoC member input in an open meeting. Further, our CoC members will provide individual input for North Carolina's ConPlan - Annual Action Plan review via online surveys, so that we communicate our local homelessness needs and contribute to the process of meeting affordable housing and community development needs in NC.

1C-2a. Providing PIT and HIC Data to Consolidated Plan Jurisdictions. Yes to both

Applicants must indicate whether the CoC provided Point-in-Time (PIT) and Housing Inventory Count (HIC) data to the Consolidated Plan jurisdictions within its geographic area.

1C-2b. Providing Other Data to Consolidated Yes

Plan Jurisdictions.

Applicants must indicate whether the CoC ensured local homelessness information is communicated to Consolidated Plan Jurisdictions within its geographic area so it can be addressed in Consolidated Plan updates.

1C-3. Addressing the Safety Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors.

Applicants must describe:

- 1. the CoC’s protocols, including protocols for coordinated entry and the CoC’s emergency transfer plan, that prioritize safety and incorporate trauma-informed, victim-centered services; and**
- 2. how the CoC, through its coordinated entry, maximizes client choice for housing and services while ensuring safety and confidentiality. (limit 2,000 characters)**

1) Our CoC recently (9/19) updated its VAWA standards, including implementation of emergency transfer plans for covered housing providers. Protocols include notification of occupancy rights under VAWA; protections to all persons against denial of admission; termination of assistance or lease violation due to being a victim or survivor of domestic violence, dating violence, sexual assault, or stalking; and lease bifurcation to remove a household member engaged in related criminal activity, without penalizing a victim or survivor of such criminal activity who is also a tenant or lawful occupant and allowing them to stay in the housing unit. Our Coordinated Intake Center (CIC) protocols for coordinated entry (CE) prioritize & protect individual safety. At initial engagement, if there are immediate safety concerns, the client is referred to law enforcement & DV shelters. If they need a protective order, they are referred to Safe on Seven (SoS) DV Center. If DV is present in a household matched to housing through CE, members can be housed separately. A person in CIC-matched housing who is fleeing violence and leaves the unit can be re-prioritized for housing. Case managers assigned to DV cases have extensive training in safety planning. Since many DV clients enter at SoS, our FY19 DV Bonus project will make SoS a CE portal, allowing victims to better access housing. This is part of a larger initiative, the unified Family Justice Center - a collaborative outgrowth of SoS.

2) Our CoC's CE process includes both Victim Service Providers (VSPs); one is CoC-funded. Victim safety is assured in housing; clients are not placed in close proximity to batterers; and at every stage client choice is upheld. VSPs are active in CoC meetings, CE, & the CoC Board, helping to instill safety policies/practices. Also, electronic filing/conferencing is used locally for safety in obtaining protective orders. Annual training educates CoC members on confidentiality & DV safety plans/protocols.

1C-3a. Training–Best Practices in Serving DV Survivors.

Applicants must describe how the CoC coordinates with victim services providers to provide training, at least on an annual basis, for:

- 1. CoC area project staff that addresses safety and best practices (e.g., trauma-informed, victim-centered) on safety and planning protocols in serving survivors of domestic violence; and**
 - 2. Coordinated Entry staff that addresses safety and best practices (e.g., Trauma Informed Care) on safety and planning protocols in serving survivors of domestic violence.**
- (limit 2,000 characters)**

1) CoC providers receive annual training, as well as participate in workshops year-round, on addressing safety and planning protocols and best practices for serving DV victims. There are many state and local organizations focused on these issues, including our CoC-members - Family Services (VSP), Cardinal Innovations, and United Way of Forsyth County. OrgCode recently led a full-day training (9/19) on Trauma-Informed Services. Family Services conducted a training (8/18) to address best practices in serving survivors of DV, dating violence, sexual assault, and stalking, which was attended by staff representing all CoC-funded organizations. This training covered common characteristics of victims/survivors and abusers, details on the cycle of violence, a description of different forms of abuse, as well as information on the effects of abuse and reasons for abuse in relationships. Family Services staff attended NCCADV Trauma Informed Shelter Management (12/18) & Address Confidentiality (3/19) as well as annual conferences. The CoC is scheduled to conduct a more in-depth DV training later this year.

2) Our Coordinated Intake Center (CIC) has specific protocols to prioritize and protect individual safety, as part of our coordinated entry system. During initial engagement, if there are concerns about immediate safety, the client is referred to law enforcement and the DV shelter. If they need a protective order, they are referred to Safe on Seven, the community’s one-stop center for DV safety. If there is DV in a household matched to housing through coordinated entry, the members can be housed separately. Also, a person in CIC-matched housing who is fleeing violence and leaves the unit can be re-prioritized for housing through CIC. To remain current in practice, United Way & CIC staff attended an in-depth online training on DV Crisis (2/19) provided by the Office for Victims of Crime Training and Technical Assistance Center and Trauma Training (2/19) provided by the VA.

1C-3b. Domestic Violence–Community Need Data.

Applicants must describe how the CoC uses de-identified aggregate data from a comparable database to assess the special needs related to domestic violence, dating violence, sexual assault, and stalking. (limit 2,000 characters)

The WS/FC CoC uses data regularly to assess the scope of community needs, inform practices, monitor program, and develop future strategies. The CoC worked with Focus Strategies to develop a new Strategic Plan for the community, which relied on data from our HMIS (MCAH). Our CoC’s DV providers manage data via a comparable database, Osnium (using os-soft), the data collections system used by the NC Coalition Against Domestic Violence. With Osnium, our DV providers submit data for the PIT, HIC, CAPER, APRs, performance measures, and other uses. While data from these databases is used to monitor general system performance, it is also used to assess the scope of needs, whether it be for specific target populations, like DV, or for other demographic groups (e.g., racial, ethnic, household composition,

disabilities, etc.) in our community. The Winston-Salem Police Department also works with the CoC and its providers, reporting incident and criminal activity data relevant to homeless and DV issues. Data is presented regularly at CoC meetings, helping us to assess special needs, increase our capacity to serve, and inform our work to end homelessness among survivors of DV, dating violence, sexual assault, and stalking. The FY19 proposed DV Bonus project is a solution that resulted from our use of de-identified aggregate data to recognize that many DV housing needs are not being met, and thus, we seek to seamlessly connect our community’s primary DV entry portal to our CoC’s coordinated entry. Additionally, the NC HMIS is working with a consultant to examine how the CoC’s infrastructure can be leveraged to support DV providers and their use of the comparable database for more in-depth assessments.

***1C-4. PHAs within CoC. Attachments Required.**

Applicants must submit information for the two largest PHAs or the two PHAs with which the CoC has a working relationship within the CoC’s geographic area.

Public Housing Agency Name	% New Admissions into Public Housing and Housing Choice Voucher Program during FY 2018 who were experiencing homelessness at entry	PHA has General or Limited Homeless Preference	PHA has a Preference for current PSH program participants no longer needing intensive supportive services, e.g., Moving On
Housing Authority of Winston-Salem (NC012)	23.96%	Yes-Public Housing	No
Piedmont Triad Regional Council (NC166)	7.89%	Yes-HCV	No

1C-4a. PHAs’ Written Policies on Homeless Admission Preferences.

Applicants must:

1. provide the steps the CoC has taken, with the two largest PHAs within the CoC’s geographic area or the two PHAs the CoC has working relationships with, to adopt a homeless admission preference—if the CoC only has one PHA within its geographic area, applicants may respond for one; or

2. state that the CoC does not work with the PHAs in its geographic area. (limit 2,000 characters)

1) The Housing Authority of Winston-Salem (HAWS) is our largest PHA in the CoC’s geographic area. The Bethesda Center, a CoC-funded provider, partners with HAWS on a homeless admission preference project. Specifically, HAWS offers a homeless preference, with Bethesda Center providing 2-years of case management, for up to 10% of HAWS units within the Cleveland Avenue Homes, Piedmont Park Apartments, and Sunrise Towers communities. In addition, our Coordinated Intake Center (SSO-CE) and Cardinal Innovations recently supported HAWS in an application to HUD for mainstream vouchers with a homeless preference. The Piedmont Triad Regional Council NC-166 Section 8 Public Housing Program provides a preference for housing to applicants who are confirmed homeless (i.e., must have a referral from an agency working with the homeless population).

2) Not applicable

1C-4b. Moving On Strategy with Affordable Housing Providers.

Applicants must indicate whether the CoC has a Moving On Strategy with affordable housing providers in its jurisdiction.

Yes

If “Yes” is selected above, describe the type of provider, for example, multifamily assisted housing owners, PHAs, Low Income Tax Credit (LIHTC) developments, or local low-income housing programs. (limit 1,000 characters)

Our PHA, the Housing Authority of Winston-Salem (HAWS), assists with our CoC's Moving On Strategy if PSH participants have been stably housed for over 12 months. HAWS will transition these successful participants to Housing Choice Vouchers (HCVs) in order to create openings in CoC-funded PSH programs for new participants. CoC-funded subrecipients providing project-based rental assistance and case management services to PSH participants, like Experiment in Self-Reliance, are strong advocates for increasing Moving On practices in our community.

1C-5. Protecting Against Discrimination.

Applicants must describe the actions the CoC has taken to address all forms of discrimination, such as discrimination based on any protected classes under the Fair Housing Act and 24 CFR 5.105(a)(2) – Equal Access to HUD-Assisted or -Insured Housing. (limit 2,000 characters)

The CoC's actions to address all forms of discrimination are as follows. Foremost, the Winston-Salem Human Relations Commission/Human Relations Department (WSHRC/HRD) of the City of Winston-Salem (Collaborative Applicant) educates, studies, and recommends actions for the elimination of discrimination in any and all fields of human relationships. WSHRC/HRD website references city codes & ordinances and provides detailed information on how citizens file complaints. WSHRC/HRD investigates all housing discrimination, landlord/tenant, and LEP complaints; enforces a landlord-tenant mediation/dispute resolution program (Alternative Residential Mediation Program); and handles all discrimination cases. Through Place Matters, United Way staff support tenants whose housing rights have been violated by providing resources & education to enforce those rights whether in or out of court. The CoC also partners with Legal Aid & the Wake Forest Legal Clinic to protect and uphold individuals' rights. The City (CA), County, PHA, and other CoC members developed an Assessment of Fair Housing in 2017, with goals benefiting homeless persons. Additionally, our CoC has an extensive annual training plan for its CoC members, which includes Equal Access to Housing, as presented by OrgCode (9/19). CoC staff attend sexual harassment, discrimination, & numerous Fair Housing trainings, presented by WSHRC/HRD, NC Housing Works!, Cardinal Innovations, Legal Aid, NC Housing Finance Agency, & Attorney General's Office. Per 578.93(c), our CoC educates members on HUD's Equal Access rules annually. Our CoC adopted policies on Preventing

Involuntary Family Separation (2015) & Anti-Discrimination (2017). CoC projects prohibit sobriety requirements. CoC members & funded agencies are directly involved in advocacy for greater Fair Housing rights for LGBT persons, disabled persons, and persons with criminal records, in an effort to protect these populations from housing challenges or violation of their rights.

***1C-5a. Anti-Discrimination Policy and Training.**

Applicants must indicate whether the CoC implemented an anti-discrimination policy and conduct training:

1. Did the CoC implement a CoC-wide anti-discrimination policy that applies to all projects regardless of funding source?	No
2. Did the CoC conduct annual CoC-wide training with providers on how to effectively address discrimination based on any protected class under the Fair Housing Act?	Yes
3. Did the CoC conduct annual training on how to effectively address discrimination based on any protected class under 24 CFR 5.105(a)(2) – Equal Access to HUD-Assisted or -Insured Housing?	Yes

***1C-6. Criminalization of Homelessness.**

Applicants must select all that apply that describe the strategies the CoC implemented to prevent the criminalization of homelessness in the CoC’s geographic area.

1. Engaged/educated local policymakers:	<input checked="" type="checkbox"/>
2. Engaged/educated law enforcement:	<input checked="" type="checkbox"/>
3. Engaged/educated local business leaders:	<input checked="" type="checkbox"/>
4. Implemented communitywide plans:	<input type="checkbox"/>
5. No strategies have been implemented:	<input type="checkbox"/>
6. Other:(limit 50 characters)	
Developed strategies to improve access to housing	<input checked="" type="checkbox"/>
Included ideas in downtown improvement plan	<input checked="" type="checkbox"/>
	<input type="checkbox"/>

1C-7. Centralized or Coordinated Assessment System. Attachment Required.

Applicants must:

- 1. demonstrate the coordinated entry system covers the entire CoC**

geographic area;

2. demonstrate the coordinated entry system reaches people who are least likely to apply for homelessness assistance in the absence of special outreach; and

3. demonstrate the assessment process prioritizes people most in need of assistance and ensures they receive assistance in a timely manner. (limit 2,000 characters)

1) Our coordinated entry system, the Community Intake Center (CIC), covers the entire NC-500 geographic area. Access points are the shelters, street outreach programs, and Safe on Seven, which serve the county and feed into our centrally-located CIC. In addition, the NC211 information & referral service provides county-wide access outside of normal business hours.

2) The CIC, our coordinated entry system, works with all local homeless shelters, street outreach, and Safe on Seven to identify people with the highest barriers or acuity and connect them to supportive housing opportunities. CIC works with staff from shelters, street outreach, and other organizations serving homeless people. Upon admission to a shelter or identification by outreach staff, homeless persons are assessed using the VI-SPDAT, which is used to prioritize people for supportive housing. Homeless persons contacting NC211 are directed to appropriate services such as shelter, which then links them to CIC. Our new Rapid Response Housing project was strategically designed to reach people who are least likely to apply for homelessness assistance.

3) The CIC maintains a comprehensive By-Name List (BNL) of persons in need of supportive services and/or housing to end their homelessness, and CIC tracks how often they are contacted outreach workers in an effort to orient them to a housing solution. The BNL is ordered by the client/household's score on the VI-SPDAT and length of time homeless (LOTH). Each week CIC staff perform full assessments based on available resources and LOTH. Cases are then referred to available housing resources and services which will help the client/household achieve housing stability goals. A multi-agency Assessment Team meets every other week to review the status of referrals, matched & unmatched clients on the BNL, the list of chronically homeless persons, and any appeals or hard cases. For CQI, the Assessment Team also reserves time for discussion of process improvements.

1D. Continuum of Care (CoC) Discharge Planning

Instructions:

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1D-1. Discharge Planning Coordination.

Applicants must indicate whether the CoC actively coordinates with the systems of care listed to ensure persons who have resided in them longer than 90 days are not discharged directly to the streets, emergency shelters, or other homeless assistance programs. Check all that apply (note that when "None:" is selected no other system of care should be selected).

Foster Care:	<input checked="" type="checkbox"/>
Health Care:	<input checked="" type="checkbox"/>
Mental Health Care:	<input checked="" type="checkbox"/>
Correctional Facilities:	<input checked="" type="checkbox"/>
None:	<input type="checkbox"/>

1E. Local CoC Competition

Instructions

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

Please submit technical questions to the HUD Exchange Ask-A-Question at <https://www.hudexchange.info/program-support/my-question/>

Resources:

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The FY 2019 CoC Program Competition Notice of Funding Availability at:

<https://www.hudexchange.info/programs/e-snaps/fy-2019-coc-program-nofa-coc-program-competition/#nofa-and-notice>

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*1E-1. Local CoC Competition–Announcement, Established Deadline, Applicant Notifications. Attachments Required.

Applicants must indicate whether the CoC:

1. informed project applicants in its local competition announcement about point values or other ranking criteria the CoC would use to rank projects on the CoC Project Listings for submission to HUD for the FY 2019 CoC Program Competition;	Yes
2. established a local competition deadline, and posted publicly, for project applications that was no later than 30 days before the FY 2019 CoC Program Competition Application submission deadline;	Yes
3. notified applicants that their project application(s) were being rejected or reduced, in writing along with the reason for the decision, outside of e-snaps, at least 15 days before the FY 2019 CoC Program Competition Application submission deadline; and	Yes
4. notified applicants that their project applications were accepted and ranked on the CoC Priority Listing in writing, outside of e-snaps, at least 15 days before the FY 2019 CoC Program Competition Application submission deadline.	Yes

1E-2. Project Review and Ranking–Objective Criteria.

Applicants must indicate whether the CoC used the following to rank and select project applications for the FY 2019 CoC Program Competition:

1. Used objective criteria to review and rank projects for funding (e.g., cost effectiveness of the project, performance data, type of population served);	Yes
2. Included one factor related to improving system performance (e.g., exits to permanent housing (PH) destinations, retention of PH, length of time homeless, returns to homelessness, job/income growth, etc.); and	Yes
3. Included a specific method for evaluating projects submitted by victim services providers that utilized data generated from a comparable database and evaluated these projects on the degree they improve safety for the population served.	Yes

1E-3. Project Review and Ranking–Severity of Needs and Vulnerabilities.

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Applicants must describe:

1. the specific severity of needs and vulnerabilities the CoC considered when reviewing and ranking projects; and

2. how the CoC takes severity of needs and vulnerabilities into account when reviewing and ranking projects.

(limit 2,000 characters)

1) All CoC-funded projects use the VI-SPDAT as a beginning point to determine vulnerability and severity of needs. This offers an opportunity for provider and participant to discuss factors that may be correlated with vulnerability, such as low/no income; substance abuse; criminal records; chronic homelessness; domestic violence; youth formerly in foster care; LGBTQ status; health or behavioral health challenges or disabilities; high use of crisis or emergency services; unsheltered situations; and victimization, including physical assault, human trafficking, or sex trafficking. In addition, all CoC-funded projects work with our Coordinated Intake Center to ensure that our CoC prioritizes based on severity of needs and vulnerabilities. The CoC Rating panel fully considers severity of needs and vulnerabilities of participants in the review and ranking process, which includes use of VI-SPDAT, participation with coordinated entry, target populations served, performance, and system needs. In 2018, the Rating Panel prioritized the needs of DV victims, by ranking our DV Bonus project above other projects. In 2019, the Rating Panel prioritized a youth-focused project above other new projects, because it serves youth with lived foster care experience and many of the aforementioned risk factors.

2) The CoC-adopted performance scorecard has metrics that evaluate and favor projects which: administer the VI-SPDAT prior to referral; attest to being low barrier projects for which vulnerable persons are not screened out for any of these factors; make sure all participants go through coordinated entry; and serve high-need and/or high-vulnerability target populations. In addition, the Rating Panel also takes into account gaps in our CoC’s service to target sub-populations with significant needs or vulnerabilities when it reviews new project applications, and the Rating Panel’s final recommendation reflects that careful consideration.

1E-4. Public Postings–CoC Consolidated Application. Attachment Required.

Applicants must:

1. indicate how the CoC made public the review and ranking process the CoC used for all project applications; or

2. check 6 if the CoC did not make public the review and ranking process; and

3. indicate how the CoC made public the CoC Consolidated Application—including the CoC Application and CoC Priority Listing that includes all project applications accepted and ranked or rejected—which HUD required CoCs to post to their websites, or partners websites, at least 2 days before the FY 2019 CoC Program Competition application submission deadline; or

4. check 6 if the CoC did not make public the CoC Consolidated Application.

Public Posting of Objective Review and Ranking Process		Public Posting of CoC Consolidated Application including: CoC Application, CoC Priority Listing, Project Listings	
1. Email	<input checked="" type="checkbox"/>	1. Email	<input checked="" type="checkbox"/>
2. Mail	<input type="checkbox"/>	2. Mail	<input type="checkbox"/>
3. Advertising in Local Newspaper(s)	<input type="checkbox"/>	3. Advertising in Local Newspaper(s)	<input type="checkbox"/>
4. Advertising on Radio or Television	<input type="checkbox"/>	4. Advertising on Radio or Television	<input type="checkbox"/>
5. Social Media (Twitter, Facebook, etc.)	<input type="checkbox"/>	5. Social Media (Twitter, Facebook, etc.)	<input checked="" type="checkbox"/>
6. Did Not Publicly Post Review and Ranking Process	<input type="checkbox"/>	6. Did Not Publicly Post CoC Consolidated Application	<input type="checkbox"/>

1E-5. Reallocation between FY 2015 and FY 2018.

Applicants must report the percentage of the CoC’s ARD that was reallocated between the FY 2015 and FY 2018 CoC Program Competitions.

Reallocation: 13%

1E-5a. Reallocation–CoC Review of Performance of Existing Projects.

Applicants must:

- 1. describe the CoC written process for reallocation;**
 - 2. indicate whether the CoC approved the reallocation process;**
 - 3. describe how the CoC communicated to all applicants the reallocation process;**
 - 4. describe how the CoC identified projects that were low performing or for which there is less need; and**
 - 5. describe how the CoC determined whether projects that were deemed low performing would be reallocated.**
- (limit 2,000 characters)**

1) The CoC's written, web-posted Reallocation Process aligns with HUD guidance – stating the local RFP for CoC projects specifies that new projects may only be funded through reallocation of funds from existing projects or through the bonus process, while noting that HUD limits the type of projects for which reallocated or bonus funds may be used, and that expansion may be funded through reallocation. Projects must pass Threshold Review. The panel reviews renewal projects based on performance metrics and new projects based on organizational capacity, strategic priority, project approach & design, and cost effectiveness, and then develops a recommended project priority listing after consideration and discussion of projects losing or gaining funds through reallocation. Recommendations to reallocate funds consider both HUD’s policy priorities & strategic objectives and the CoC’s needs & priorities.

- 2) After Rating Panel, Operating Cabinet, & COEH review, the Reallocation Process was approved for posting on the CA's website.
- 3) The CoC notifies all members & applicants about the project review, selection, reallocation, and ranking process via email and meetings. Time is allotted for discussion, questions, and input at every step and from anyone. All process and policy documents (including reallocation) are posted on the Collaborative Applicant's website.
- 4) The CoC uses a Renewal Project Performance Scorecard to determine whether projects should be reduced or eliminated due to less need or poor performance. The CoC's needs also guide the reduction/elimination process in order to fund projects that improve performance, have greater impact, address strategic priorities, and serve participants with severe needs.
- 5) After significant FY18 reallocation to improve performance, FY19 reallocation was modest, but will address a system requirement need (HMIS expansion). The project chosen for reduction was done in an effort to have minimal system impact due to lost funding.

DV Bonus

Instructions

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1F-1 DV Bonus Projects.

Applicants must indicate whether the CoC is requesting DV Bonus projects which are included on the CoC Priority Listing: Yes

1F-1a. Applicants must indicate the type(s) of project(s) included in the CoC Priority Listing.

1. PH-RRH	<input type="checkbox"/>
2. Joint TH/RRH	<input type="checkbox"/>
3. SSO Coordinated Entry	<input checked="" type="checkbox"/>

*1F-2. Number of Domestic Violence Survivors in CoC's Geographic Area.

Applicants must report the number of DV survivors in the CoC's geographic area that:

Need Housing or Services	1,130.00
the CoC is Currently Serving	385.00

1F-2a. Local Need for DV Projects.

Applicants must describe:

- 1. how the CoC calculated the number of DV survivors needing housing or service in question 1F-2; and**
 - 2. the data source (e.g., HMIS, comparable database, other administrative data, external data source).**
- (limit 500 characters)**

- 1) Our CoC used NC Council for Women DV Statistical Report data for Jan.- June 2019, reported by our two DV providers. Their combined 6-month count of DV survivors served (565 unduplicated individuals) was doubled to give our annual estimate of 1,130 - mirroring Safe on Seven’s annual estimate of 1,000. Law enforcement data indicates that our annual need is likely 4X that, with Winston-Salem Police Department reporting 4,418 DV victims served in 2018.
- 2) Osnum, Comparable Database

1F-3. : SSO-CE Project–CoC including an SSO-CE project for DV Bonus funding in their CoC Priority Listing must provide information in the chart below about the project applicant and respond to Question 1F-3a.

DUNS Number	102488934
Applicant Name	City of Winston-Salem

1F-3a. Addressing Coordinated Entry Inadequacy.

Applicants must describe how:

- 1. the current Coordinated Entry is inadequate to address the needs of survivors of domestic violence, dating violence, or stalking; and**
 - 2. the proposed project addresses inadequacies identified in 1. above.**
- (limit 2,000 characters)**

- 1) The City of Winston-Salem (project applicant) in direct coordination with the United Way of Forsyth County (subrecipient and CoC Coordinated Entry Lead) as well as our CoC's other DV providers have documented several coordinated entry inadequacies which the proposed DV SSO-CE project seeks to address. Most important, in our current system, there is no mechanism or person in place to do a housing assessment early in the intake of DV participants. Thus, our CoC is missing an opportunity for quick intervention for DV victims for which housing is a problem. There are also other challenges to improving service and documenting chronic homelessness, because of the segregation of DV data from the HMIS.
- 2) The proposed project will address these inadequacies by staffing Safe on Seven, a primary point of entry for survivors of DV in our CoC, with a DV outreach/diversion specialist. This will enable our CoC to conduct early screening for housing barriers and accelerate the DV participants steps to a housing solution and long-term stability. The DV outreach/diversion specialist will also be trained to ensure that the intake process collects other important data on service needs and episodes of homelessness. Finally, this position is part of a larger community-wide initiative to expand the work of Safe on Seven, which will soon become our CoC's Family Justice Center.

1F-4. PH-RRH and Joint TH and PH-RRH Project Applicant Capacity.

Applicants must provide information for each unique project applicant applying for PH-RRH and Joint TH and PH-RRH DV Bonus projects which the CoC is including in its CoC Priority Listing—using the list feature below.

Applicant Name	DUNS Number
This list contains no items	

2A. Homeless Management Information System (HMIS) Implementation

Intructions:

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

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2A-1. HMIS Vendor Identification. WellSky

Applicants must review the HMIS software vendor name brought forward from FY 2018 CoC Application and update the information if there was a change.

2A-2. Bed Coverage Rate Using HIC and HMIS Data.

Using 2019 HIC and HMIS data, applicants must report by project type:

Project Type	Total Number of Beds in 2019 HIC	Total Beds Dedicated for DV in 2019 HIC	Total Number of 2019 HIC Beds in HMIS	HMIS Bed Coverage Rate
Emergency Shelter (ES) beds	347	39	258	83.77%
Safe Haven (SH) beds	0	0	0	
Transitional Housing (TH) beds	59	0	34	57.63%
Rapid Re-Housing (RRH) beds	73	0	73	100.00%
Permanent Supportive Housing (PSH) beds	343	0	165	48.10%
Other Permanent Housing (OPH) beds	0	0	0	

2A-2a. Partial Credit for Bed Coverage Rates at or Below 84.99 for Any Project Type in Question 2A-2.

For each project type with a bed coverage rate that is at or below 84.99 percent in question 2A-2., applicants must describe:

**1. steps the CoC will take over the next 12 months to increase the bed coverage rate to at least 85 percent for that project type; and
 2. how the CoC will implement the steps described to increase bed coverage to at least 85 percent.
 (limit 2,000 characters)**

1) The Winston-Salem Rescue Mission, a faith-based provider, accounts for the non-HMIS ES and TH bed inventory in our system. While not in HMIS, the Winston-Salem Rescue Mission is an active partner in our CoC and refers clients to the Coordinated Intake Center (our CoC's SSO-CE). The CoC's Collaborative Applicant and Local System Administrator will consult with the Winston-Salem Rescue Mission's new leadership and the Coordinated Intake Center staff (our CoC's SSO-CE) to determine if their ES and TH programs are dedicated to serving homeless persons in following with CPD-18-080; if so, then they will work together to determine if there is a way to include their beds and participants in the HMIS. VASH accounts for the non-HMIS PSH beds in our CoC. The VA and PHA are active CoC partners, but have inadequate staff/funds for VASH data entry. Our CoC is currently waiting for the VA to fill a leadership vacancy. When that role is filled, the CoC will work with the VA on options for HMIS data entry (e.g., data entry by VA staff or by Coordinated Intake Center (our CoC's SSO-CE) staff) to improve bed coverage. Our CoC will embrace any effort to integrate VASH and other programs into HMIS.
 2) If all parties agree to a plan, then the Local System Administrator will provide any needed HMIS training to ensure high-quality participant data entry, accurate reporting in the HIC, and bed coverage over 85% by the 2020 January PIT Count. Our CoC offers free licenses for organizations joining HMIS.

***2A-3. Longitudinal System Analysis (LSA) Submission.**

Applicants must indicate whether the CoC submitted its LSA data to HUD in HDX 2.0. Yes

***2A-4. HIC HDX Submission Date.**

**Applicants must enter the date the CoC submitted the 2019 Housing Inventory Count (HIC) data into the Homelessness Data Exchange (HDX).
 (mm/dd/yyyy)** 04/29/2019

2B. Continuum of Care (CoC) Point-in-Time Count

Instructions:

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

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2B-1. PIT Count Date. 01/30/2019

Applicants must enter the date the CoC conducted its 2019 PIT count (mm/dd/yyyy).

2B-2. PIT Count Data–HDX Submission Date. 04/29/2019

Applicants must enter the date the CoC submitted its PIT count data in HDX (mm/dd/yyyy).

2B-3. Sheltered PIT Count–Change in Implementation.

Applicants must describe:

1. any changes in the sheltered count implementation, including methodology or data quality methodology changes from 2018 to 2019, if applicable; and

2. how the changes affected the CoC’s sheltered PIT count results; or
3. state “Not Applicable” if there were no changes.

(limit 2,000 characters)

Not Applicable

***2B-4. Sheltered PIT Count–Changes Due to Presidentially-declared Disaster.**

**Applicants must select whether the CoC No
added or removed emergency shelter,**

transitional housing, or Safe-Haven inventory because of funding specific to a Presidentially-declared disaster, resulting in a change to the CoC’s 2019 sheltered PIT count.

2B-5. Unsheltered PIT Count–Changes in Implementation.

Applicants must describe:

- 1. any changes in the unsheltered count implementation, including methodology or data quality methodology changes from 2018 to 2019, if applicable; and**
 - 2. how the changes affected the CoC’s unsheltered PIT count results; or**
 - 3. state “Not Applicable” if there were no changes.**
- (limit 2,000 characters)**

The only change to our unsheltered PIT Count was the addition of a next-day, service-based count at the downtown, drop-in center operated by City With Dwellings. Since our CoC does an annual next-day, service-based count at our Soup Kitchen operated by Samaritan Ministries, our PIT Count staff and volunteers are well trained in interview techniques and data collection to eliminate duplication for persons counted the previous night by shelter providers and to determine homelessness.

***2B-6. PIT Count–Identifying Youth Experiencing Homelessness.**

Applicants must:

Indicate whether the CoC implemented specific measures to identify youth experiencing homelessness in their 2019 PIT count. Yes

2B-6a. PIT Count–Involving Youth in Implementation.

Applicants must describe how the CoC engaged stakeholders serving youth experiencing homelessness to:

- 1. plan the 2019 PIT count;**
 - 2. select locations where youth experiencing homelessness are most likely to be identified; and**
 - 3. involve youth in counting during the 2019 PIT count.**
- (limit 2,000 characters)**

- 1) The CoC Operating Cabinet members participate each year in PIT count planning. Stakeholders engaged in the 2019 PIT count include the following youth-serving organizations: North Star LGBTQ Center, Crossnore’s Youth in Transition (foster care), Catholic Charities Diocese of Charlotte (RHY), WS/FC Schools’ Project HOPE (LEA/public schools), City With Dwellings (street outreach), and Positive Wellness Alliance.
- 2) In CoC meetings and through follow-up communication, these providers were asked to provide information on locations where homeless youth are likely to be identified and approaches for capturing PIT data. The CoC added the drop-in

Community First Center service-based count as a location to identify youth. Our CoC learned many of the unaccompanied youth from high-risk subpopulations in our community are not defined as HUD homeless (i.e., precariously housed), and thus, would not be included in a PIT count. A large percentage of our homeless youth are in youth-led households with children and are sheltered by the Salvation Army; thus, they are included in our annual PIT sheltered count.

3) The Grants and Project Manager for Community Planning and Investment, United Way of Forsyth County, serves as our PIT Count coordinator. Each year she actively recruits, engages, and coordinates the training of volunteers. In 2019, she recruited college-aged youth volunteers from local colleges - Forsyth Technical Community College, Salem College, & Wake Forest University (Alpha Phi Omega).

2B-7. PIT Count–Improvements to Implementation.

Applicants must describe the CoC’s actions implemented in its 2019 PIT count to better count:

- 1. individuals and families experiencing chronic homelessness;**
- 2. families with children experiencing homelessness; and**
- 3. Veterans experiencing homelessness.**

(limit 2,000 characters)

Overview 1-3) The 2019 PIT count provided an accurate count of homelessness, including chronic individuals/families, families with children, and Veterans. All providers participate. Staff are trained on intake/assessment and HMIS data entry (or if non-HMIS provider completing surveys accurately). Our annual PIT count results are consistent and reliable. After each count feedback on best practices and challenges is used for continuous quality improvement. HUD Data Standards updates continue to help us count subpopulations using HMIS.

1) Seasoned PIT count volunteers, homeless persons, and outreach staff use their expertise leading up to the count to pre-identify locations and encourage participation of unsheltered chronically homeless persons. In addition, our CoC’s Coordinated Intake Center (SSO-CE) carefully maintains and monitors a By-Name List of homeless and tracks length of time homeless (LOTH). Through our monitoring and relationship building with homeless in our community, our CoC watches for instances when families break apart, which sometimes affects chronicity for specific family members, and also uses LOTH information to determine when individuals and families may age into chronicity.

2) Many of our families with children experiencing homelessness are sheltered by our Salvation Army or DV shelters. However, based on information from Safe on Seven, a DV outreach and service center, many DV families are hidden homeless or very precariously housed with chronicity data undocumented. The proposed FY2019 DV Bonus project will provide coordinated entry and improve our efforts to count homeless DV families with children.

3) The Coordinated Intake Center (our CoC's SSO-CE) maintains a By-Name List of homeless persons, which improves "counting" and assessment of subpopulations, and verification of Veteran status is ongoing. The CoC knows the CoC’s Veteran homeless, and there are strategies in place to identify any new Veteran homeless encountered on the streets.

3A. Continuum of Care (CoC) System Performance

Instructions

Guidance for completing the application can be found in the FY 2019 CoC Program Competition Notice of Funding Availability and in the FY 2019 CoC Application Detailed Instructions.

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*3A-1. First Time Homeless as Reported in HDX.

Applicants must:

Report the Number of First Time Homeless as Reported in HDX.
--

1,257

3A-1a. First Time Homeless Risk Factors.

Applicants must:

1. describe the process the CoC developed to identify risk factors the CoC uses to identify persons becoming homeless for the first time;
2. describe the CoC's strategy to address individuals and families at risk of becoming homeless; and
3. provide the name of the organization or position title that is responsible for overseeing the CoC's strategy to reduce the number of individuals and families experiencing homelessness for the first time. (limit 2,000 characters)

1) The CoC identified first-time risk factors by analyzing HMIS data and using the results of coordinated, in-depth screening (VI-SPDAT). Vulnerabilities are: low/no income, substance abuse, criminal records, chronic homelessness, DV, LGBT status, health/behavioral issues, high use of crisis/prevention, living unsheltered, human trafficking, likelihood for eviction, and high use of hospitals/jail.

2) As a strategy to reduce first-time homelessness, the CoC coordinates with crisis assistance agencies, implements a diversion protocol at initial phone contact, and partners with mainstream/prevention agencies. There are more focused efforts underway to prevent families with children from becoming

homeless for the first time. Specifically, the Salvation Army of Winston-Salem recently completed a privately-funded pilot project to implement a new, evidence-based diversion protocol for our CoC. Their leadership, collaboration with coordinated entry, and partnership with other organizations serving families with children (e.g., WS/FC Schools, our LEA) revealed successful practices and positive results. Now, our CoC seeks to use this model for more widespread implementation. This larger implementation is the result of identified needs - a) Per United Way Place-Based initiative, 13 low income neighborhoods are feeding into our homeless system; and b) Per our DV Safe on Seven center, many of our DV survivors are at risk of homelessness. Thus, our CIC (coordinated entry system) is proposing two projects in FY19 for outreach/diversion specialists, which will help identify and reduce instances of first-time homeless in our CoC. Because low/no income is one of the leading factors in our community with regards to first-time homelessness, the CoC is also engaged with the community's Poverty Thought Force efforts.

3) Senior Director for Housing Strategies, United Way of Forsyth County

***3A-2. Length of Time Homeless as Reported in HDX.**

Applicants must:

Report Average Length of Time Individuals and Persons in Families Remained Homeless as Reported in HDX.	69
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3A-2a. Strategy to Reduce Length of Time Homeless.

Applicants must:

- 1. describe the CoC’s strategy to reduce the length of time individuals and persons in families remain homeless;**
 - 2. describe how the CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and**
 - 3. provide the name of the organization or position title that is responsible for overseeing the CoC’s strategy to reduce the length of time individuals and families remain homeless.**
- (limit 2,000 characters)**

- 1) Our CoC uses Built for Zero planning, constant contact by street outreach workers, and careful monitoring of participants' length of stay to speed movement through coordinated intake to PH (i.e., reduce time between program match/intake and housing and reduce LOT Homeless). Monthly Action Camps that involve Case Managers and other service providers are used to identify and overcome barriers that delay housing. Placement success is due to CoC planning and partnership with our PHA, Housing Authority of Winston-Salem. Together, the CoC works to move on stable PSH participants in order to create openings for new PSH placements for homeless persons and shorten their time homeless. HMIS data is used to examine LOT Homeless, and it informs our work to end homelessness among the target populations identified in the Home, Together Plan.
- 2) The CoC uses data sharing to facilitate identification, placement on By-Name List, and prioritization through Community Intake Center. The CoC adopted Notice CPD-16-11 and coordinates use of RRH & PSH to house people quickly and stably. Our PHA moves PSH clients to vouchers and dedicates units for

homeless, which assists with PSH placements.

3) The Director of Community Intake Center, United Way of Forsyth County, maintains the By-Name List, while the Senior Director for Housing Strategies at the United Way of Forsyth County is the position/organization responsible for overseeing the strategy to reduce LOT Homeless.

***3A-3. Successful Permanent Housing Placement and Retention as Reported in HDX.**

Applicants must:

	Percentage
1. Report the percentage of individuals and persons in families in emergency shelter, safe havens, transitional housing, and rapid rehousing that exit to permanent housing destinations as reported in HDX.	42%
2. Report the percentage of individuals and persons in families in permanent housing projects, other than rapid rehousing, that retain their permanent housing or exit to permanent housing destinations as reported in HDX.	97%

3A-3a. Exits to Permanent Housing Destinations/Retention of Permanent Housing.

Applicants must:

- 1. describe the CoC’s strategy to increase the rate at which individuals and persons in families in emergency shelter, safe havens, transitional housing and rapid rehousing exit to permanent housing destinations;**
- 2. provide the organization name or position title responsible for overseeing the CoC’s strategy to increase the rate at which individuals and persons in families in emergency shelter, safe havens, transitional housing and rapid rehousing exit to permanent housing destinations;**
- 3. describe the CoC’s strategy to increase the rate at which individuals and persons in families in permanent housing projects, other than rapid rehousing, retain their permanent housing or exit to permanent housing destinations; and**
- 4. provide the organization name or position title responsible for overseeing the CoC’s strategy to increase the rate at which individuals and persons in families in permanent housing projects, other than rapid rehousing, retain their permanent housing or exit to permanent housing destinations.**

(limit 2,000 characters)

1) Our CoC’s strategy for PH placement for those in ES, TH, and RRH is making sure coordinated entry works seamlessly with our PHA and RRH providers to move people to permanent housing quickly after assessment and referral. The CoC recognizes the challenge of PH exits for our participants with low to mid-range vulnerabilities, and thus, we are proposing to add outreach/diversion specialists to our coordinated entry, so they can assist those participants with positive housing outcomes. In recent years, new CoC efforts have added strategies for serving specific sub-populations and also including landlord assurances in its RRH work.

2) Director of Community Intake Center, United Way of Forsyth County

3) Our CoC has maintained very high performance over the years as it relates to permanent housing stability (i.e., retain PH or exit to PH) for both individuals

and persons in families who reside in PSH programs. With recently expanded case management services, our CoC has adequate resources to support housing placements. The primary strategy for increasing the rate of housing stability in PSH is client-centered case management, where case managers providing the appropriate and necessary supports to ensure retention or successful exit for each individual or family. Our CoC has redesigned our PSH programs to ensure that we maintain a high housing stability rate. Together, our PSH programs provide the critical case management services that our homeless individuals and persons in families need while in PSH, and the necessary support for transitioning participants, who are ready exit to permanent housing.

4) Lead Case Managers, Bethesda Center for the Homeless & Experiment in Self Reliance

***3A-4. Returns to Homelessness as Reported in HDX.**

Applicants must:

	Percentage
1. Report the percentage of individuals and persons in families returning to homelessness over a 6-month period as reported in HDX.	9%
2. Report the percentage of individuals and persons in families returning to homelessness over a 12-month period as reported in HDX.	4%

3A-4a. Returns to Homelessness–CoC Strategy to Reduce Rate.

Applicants must:

- 1. describe the strategy the CoC has implemented to identify individuals and persons in families who return to homelessness;**
- 2. describe the CoC’s strategy to reduce the rate of additional returns to homelessness; and**
- 3. provide the name of the organization or position title that is responsible for overseeing the CoC’s strategy to reduce the rate individuals and persons in families return to homelessness. (limit 2,000 characters)**

1) Our CoC's Community Intake Center (CIC) uses a By-Name List to identify/track recidivism as part of coordinated entry, and the CoC/Collaborative Applicant (CA) monitors individual returns to homelessness from PH projects with HMIS recidivism reports. Having multiple non-PH exits has been identified as a common factor among those who return to homelessness. The coordinated intake and assessment process uses the standardized assessment tool to identify factors for persons to consider addressing in their housing stability plan.

2) Our CoC's overall strategies to reduce additional returns include: a) using diversion to avoid returns to ES/TH; b) improving entry/exit data to distinguish true returns from continued homelessness; c) enhancing follow-up for persons who exit to stay with family/friends, so they remain or move to more stable housing; d) expanding access to income resources (e.g., SOAR and jobs) to increase disability and employment income; e) including in CES referral recommended services, such as mental health and substance abuse services and budgeting classes; f) providing adequate case management and educating

tenants about rights and responsibilities in housing, including how to avoid lease violations; and g) arranging access to childcare resources for working families. Our CoC also has two Joint TH-RRH projects (one proposed for FY19), which are designed for sub-populations (high-system user chronic persons and former foster care youth) with traditionally high rates of return, as a more specific, targeted strategy. Both of these projects will allow for participants to transition in place.

3) Senior Director for Housing Strategies, United Way of Forsyth County

***3A-5. Cash Income Changes as Reported in HDX.**

Applicants must:

	Percentage
1. Report the percentage of individuals and persons in families in CoC Program-funded Safe Haven, transitional housing, rapid rehousing, and permanent supportive housing projects that increased their employment income from entry to exit as reported in HDX.	7%
2. Report the percentage of individuals and persons in families in CoC Program-funded Safe Haven, transitional housing, rapid rehousing, and permanent supportive housing projects that increased their non-employment cash income from entry to exit as reported in HDX.	13%

3A-5a. Increasing Employment Income.

Applicants must:

1. describe the CoC's strategy to increase employment income;
 2. describe the CoC's strategy to increase access to employment;
 3. describe how the CoC works with mainstream employment organizations to help individuals and families increase their cash income; and
 4. provide the organization name or position title that is responsible for overseeing the CoC's strategy to increase jobs and income from employment.
- (limit 2,000 characters)**

1) For employment income, Goodwill Industries (MOU in place) & NCWorks Career Ctr. provide their resources and more training for Case Managers in better connecting participants to job training & employment. Our Goodwill Industries has a formerly homeless Board member to better inform their work. Specific best practices to increase employment income include: working closely with organizations such as Goodwill Industries & NCWorks Career Center to provide employment services; referring all individuals who need/want to increase their employment income to Goodwill and/or NCWorks; career coaching on job progression; skills training, when appropriate, to increase employability skills whether to get a job or advance in the one held; and training on job retention & advancement strategies. A new privately-funded employment project gives RRH participants financial support for needs (i.e., child care or transportation) that help them obtain a living wage position.

2) To increase access to employment, our CoC: holds job/hire fairs in partnership with companies that are hiring; develops relationships with employers to ensure meeting their hiring needs; provides pre-employment services to employers such as resume screening, testing, etc.; uses mobile tools like Goodwill on the Go, which provides virtual information on local

training/job fairs.

3) Participants access work supports (e.g., food stamps, subsidized childcare, housing) to free up cash; this is accomplished through vocational coaching sessions. In addition to discussing supports that may be available, the true value of various jobs is discussed. Participants learn to analyze the true cost of a job - e.g., A job may pay \$.50 to \$1.00 more per hour, but be a further driving distance, less hours, and less benefits. If the difference in pay can't more than cover the extra costs, then the job making less per hour may be a better alternative.

4) Director of Mission Performance Management, Goodwill Industries of NWNC, Inc.

3A-5b. Increasing Non-employment Cash Income.

Applicants must:

- 1. describe the CoC's strategy to increase non-employment cash income;**
- 2. describe the CoC's strategy to increase access to non-employment cash sources;**
- 3. provide the organization name or position title that is responsible for overseeing the CoC's strategy to increase non-employment cash income.**

1) Our CoC is working with DSS to better connect participants to non-employment cash benefits. Additionally, the CoC is working with Case Managers to ensure that participant data is both complete and accurate, and that participants receive an annual assessment to ensure that income reporting is up to date.

2) As part of the local Rapid Response Housing project (aka HEARRT), our CoC is also hiring a SOAR worker, funded by Cardinal Innovations, to serve participants and increase their access to disability income.

3) The Director of Forsyth Rapid Re-Housing Collaborative, Housing Matters, United Way of Forsyth County, is responsible the CoC's strategy to increase non-employment cash income.

3A-5c. Increasing Employment. Attachment Required.

Applicants must describe how the CoC:

1. promoted partnerships and access to employment opportunities with private employers and private employment organizations, such as holding job fairs, outreach to employers, and partnering with staffing agencies; and

2. is working with public and private organizations to provide meaningful, education and training, on-the-job training, internship, and employment opportunities for residents of permanent supportive housing that further their recovery and well-being.

(limit 2,000 characters)

3-Way MOU: United Way (CoC), NCWorks (Workforce Dev. Bd.), Goodwill (Local Educ./Training)

1) Built in to the work that both Goodwill & NCWorks Career Center provide, is employer engagement. This is realized in the form of building partnerships with area employers around training and employment needs, participation by

employers in GW's Business Advisory Councils, partnering with staffing agencies, holding job/hire fairs for employers and staffing agencies, & providing screening services for employers.

2) Goodwill & NCWorks work in partnership with Forsyth Technical Community College and several area employer trainers to provide skills training to prepare and up-fit individuals for living wage employment. NCWorks is able to provide on-the-job training and internships in a variety of employment areas through partnerships developed with local employers. Our CoC also collaborates with the Homeless Veterans Reintegration Program, funded by the Department of Labor, ensuring that all Veterans have ready access to supports for training and employment. Our CoC-funded Case Managers report several PSH success stories, with participants overcoming their addictions, finding their passions (e.g., serving others with lived experience, landscaping, culinary work, etc.), furthering their education, and engaging in meaningful work. Notable stories include: 1) a Housing First participant who has received his MSW and now works in a neighboring CoC's emergency shelter; & 2) the Providence Culinary Training program sponsored by Second Harvest Food Bank, which provides individuals with a pathway to family-sustaining careers in the foodservice and hospitality industries and now operates two area non-profit restaurants. Through working with our network of employee partners, Goodwill, NCWorks Career Center, CoC-funded Case Managers, and HVRP staff are able to provide permanent supportive housing participants access to employment opportunities in order to further recovery and well-being.

3A-5d. Promoting Employment, Volunteerism, and Community Service.

Applicants must select all the steps the CoC has taken to promote employment, volunteerism and community service among people experiencing homelessness in the CoC's geographic area:

1. The CoC trains provider organization staff on connecting program participants and people experiencing homelessness with education and job training opportunities.	X
2. The CoC trains provider organization staff on facilitating informal employment opportunities for program participants and people experiencing homelessness (e.g., babysitting, housekeeping, food delivery).	X
3. The CoC trains provider organization staff on connecting program participants with formal employment opportunities.	X
4. The CoC trains provider organization staff on volunteer opportunities for program participants and people experiencing homelessness.	
5. The CoC works with organizations to create volunteer opportunities for program participants.	X
6. The CoC works with community organizations to create opportunities for civic participation for people experiencing homelessness (e.g., townhall forums, meeting with public officials).	X
7. Provider organizations within the CoC have incentives for employment.	X
8. The CoC trains provider organization staff on helping program participants budget and maximize their income to maintain stability in permanent housing.	X

3A-6. System Performance Measures Data–HDX Submission Date 05/28/2019

Applicants must enter the date the CoCs submitted its FY 2018 System Performance Measures data in HDX. (mm/dd/yyyy)

3B. Continuum of Care (CoC) Performance and Strategic Planning Objectives

Instructions

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Warning! The CoC Application score could be affected if information is incomplete on this formlet.

3B-1. Prioritizing Households with Children.

Applicants must check each factor the CoC currently uses to prioritize households with children for assistance during FY 2019.

1. History of or Vulnerability to Victimization (e.g. domestic violence, sexual assault, childhood abuse)	<input checked="" type="checkbox"/>
2. Number of previous homeless episodes	<input checked="" type="checkbox"/>
3. Unsheltered homelessness	<input checked="" type="checkbox"/>
4. Criminal History	<input checked="" type="checkbox"/>
5. Bad credit or rental history	<input checked="" type="checkbox"/>
6. Head of Household with Mental/Physical Disability	<input checked="" type="checkbox"/>

3B-1a. Rapid Rehousing of Families with Children.

Applicants must:

1. describe how the CoC currently rehouses every household of families with children within 30 days of becoming homeless that addresses both housing and service needs;

2. describe how the CoC addresses both housing and service needs to ensure families with children successfully maintain their housing once

assistance ends; and

3. provide the organization name or position title responsible for overseeing the CoC’s strategy to rapidly rehouse families with children within 30 days of them becoming homeless.

(limit 2,000 characters)

1) Our CoC implements a coordinated effort for Rapid Rehousing, known as the Forsyth Rapid Rehousing Collaborative (FRRC). The FRRC strategy for rapidly rehousing households of families with children is multifaceted. Our only shelter serving families with children, Salvation Army, uses an early assessment and diversion protocol to prevent homelessness, resolve homelessness quickly, and shorten ES time. If not resolved in <14 days, then the households of families with children are referred to Community Intake Center (CIC), which coordinates entry, prioritizes for housing assistance using Family VI-SPDAT (3-4 days), and expedites PH placement (30-day goal). Access to all assistance (e.g., RRH, PSH, etc.) is via CIC. CoC & ESG funds are used to complement eligible activities in RRH. In the past few years, our CoC increased HOME TBRA and RRH (FAST Housing) for homeless families with children. Strong relationships with our PHA and landlords eliminate entry barriers and shorten rehousing time. Outcomes indicate this strategy is successful.

2) Once participants are rehoused, FRRC case managers will develop a plan for participants to remain in housing permanently. They also ensure participants have access to other supports, resources, and benefits to assist them in remaining in PH. Many clients are able to move from RRH to PSH through partnership with the PHA. FRRC has a proven track record of successful housing outcomes for participants, which is attributed to its case management, collaboration, and use of best practices.

3) The Director of the Forsyth Rapid Rehousing Collaborative, United Way of Forsyth County, is responsible for overseeing the strategy to rapidly rehouse families with children within 30 days.

3B-1b. Antidiscrimination Policies.

Applicants must check all that apply that describe actions the CoC is taking to ensure providers (including emergency shelter, transitional housing, and permanent housing (PSH and RRH)) within the CoC adhere to antidiscrimination policies by not denying admission to or separating any family members from other members of their family or caregivers based on any protected classes under the Fair Housing Act, and consistent with 24 CFR 5.105(a)(2) – Equal Access to HUD-Assisted or -Insured Housing.

1. CoC conducts mandatory training for all CoC- and ESG-funded housing and services providers on these topics.	<input type="checkbox"/>
2. CoC conducts optional training for all CoC- and ESG-funded housing and service providers on these topics.	<input checked="" type="checkbox"/>
3. CoC has worked with ESG recipient(s) to adopt uniform anti-discrimination policies for all subrecipients.	<input checked="" type="checkbox"/>
4. CoC has worked with ESG recipient(s) to identify both CoC- and ESG-funded facilities within the CoC geographic area that might be out of compliance and has taken steps to work directly with those facilities to come into compliance.	<input checked="" type="checkbox"/>

3B-1c. Unaccompanied Youth Experiencing Homelessness–Addressing Needs.

Applicants must indicate whether the CoC’s strategy to address the unique needs of unaccompanied youth experiencing homelessness who are 24 years of age and younger includes the following:

1. Unsheltered homelessness	Yes
2. Human trafficking and other forms of exploitation	Yes
3. LGBT youth homelessness	Yes
4. Exits from foster care into homelessness	Yes
5. Family reunification and community engagement	Yes
6. Positive Youth Development, Trauma Informed Care, and the use of Risk and Protective Factors in assessing youth housing and service needs	Yes

3B-1c.1. Unaccompanied Youth Experiencing Homelessness–Prioritization Based on Needs.

Applicants must check all that apply that describes the CoC’s current strategy to prioritize unaccompanied youth based on their needs.

1. History of, or Vulnerability to, Victimization (e.g., domestic violence, sexual assault, childhood abuse)	<input checked="" type="checkbox"/>
2. Number of Previous Homeless Episodes	<input checked="" type="checkbox"/>
3. Unsheltered Homelessness	<input checked="" type="checkbox"/>
4. Criminal History	<input checked="" type="checkbox"/>
5. Bad Credit or Rental History	<input checked="" type="checkbox"/>

3B-1d. Youth Experiencing Homelessness–Housing and Services Strategies.

Applicants must describe how the CoC increased availability of housing and services for:

1. all youth experiencing homelessness, including creating new youth-focused projects or modifying current projects to be more youth-specific or youth-inclusive; and

2. youth experiencing unsheltered homelessness including creating new youth-focused projects or modifying current projects to be more youth-specific or youth-inclusive.

(limit 3,000 characters)

1) Our CoC's strategy to increase housing and services for all youth experiencing homelessness was well researched and formulated in 2016, when we applied for a YHDP grant in an effort to secure additional funding. In the

process, our CoC increased its understanding of the youth homeless population and subpopulations in Winston- Salem/Forsyth County. The biggest need for housing and services among the youth population is for parenting youth (18-24) and their children. Data indicate that typically 20% of the Salvation Army of Winston-Salem’s shelter population are in parenting-youth households. The CoC recently implemented a privately-funded diversion pilot project to serve these households. If diversion is not an option, then the primary strategy for serving these households is to work with coordinated entry to identify the best housing solution for these families. A secondary strategy for our CoC to address the housing/service needs of youth, includes creating a Youth System of Care and growing collaborations with youth providers to gain greater insight into the struggles of youth in our community. Our LEA (school district), WS/FCS, has a growing demand for serving youth who are either in families or unaccompanied and at imminent risk of losing their housing. Our ES providers serving homeless individuals are starting to see a significant increase the number of youth (18-24) seeking shelter, and our CoC put in place an active Youth System of Care committee charged with developing a youth-specific response to homelessness of unaccompanied youth.

2) With a growing number of unaccompanied youth in our homeless system, the CoC is redefining its strategy for increasing the availability of housing and services for unsheltered youth. As such, the CoC's Project Priority Listing includes our first youth-dedicated housing project, A Place of My Own. The CoC is aware based on input from our LEA and street outreach programs that many youth in our community, while not technically homeless, are very precariously housed – often couch surfing and/or not welcome in the homes of their own families. Through increased focus on our youth population, our CoC expects to see more youth-specific and/or youth-inclusive projects in the future.

3B-1d.1. Youth Experiencing Homelessness–Measuring Effectiveness of Housing and Services Strategies.

Applicants must:

- 1. provide evidence the CoC uses to measure each of the strategies in question 3B-1d. to increase the availability of housing and services for youth experiencing homelessness;**
- 2. describe the measure(s) the CoC uses to calculate the effectiveness of both strategies in question 3B-1d.; and**
- 3. describe why the CoC believes the measure it uses is an appropriate way to determine the effectiveness of both strategies in question 3B-1d. (limit 3,000 characters)**

1) The CoC uses PSH & RRH inventory as a measure of effectiveness in meeting the strategies. In FY16, our CoC developed the FAST Housing project, a youth-focused RRH. For FY19, the CoC proposes new Joint TH-RRH project to serve youth formerly in the foster care system. HMIS reports also are used to track and monitor client services. As the CoC further develops its Youth System of Care, the CoC monitors service availability and participating agencies as an indicator of growth in the community’s resources for youth.

2) The PIT youth counts monitor our effectiveness in meeting homeless youth needs. The counts also signal population changes or trends. Using data to inform action and develop responses is an effective and efficient practice for our CoC. With unaccompanied youth homelessness starting to rise albeit slight, the CoC is increasing engagement of youth providers through an active Youth

System of Care committee to develop new strategies and a response to youth homelessness.

3) PIT count data, coupled with qualitative input and monthly quantitative data from a diversity of youth-serving providers, is appropriate for determining effectiveness for two reasons. First, our CoC has over a decade of reliable PIT count data, increasing the validity of our assessment. Second, our CoC's Youth System of Care is all encompassing; it includes Youth In Transition (youth leaving foster care), North Star (LGBT), Goodwill (youth in poverty), and Project HOPE (LEA homeless preK-12). FAST Housing is demonstrating success with participant outcomes. The growing number of unaccompanied, unsheltered youth is further evidence to support the need for our new A Place of My Own project. The CoC also continues to focus on diversion with our parenting-youth households served by Salvation Army - using the number of persons in these households (all under age 24) as a key measure for tracking change annually, along with their LOTH, PH placements, and income growth (consistent with SPM).

3B-1e. Collaboration–Education Services.

Applicants must describe:

1. the formal partnerships with:

- a. youth education providers;**
- b. McKinney-Vento LEA or SEA; and**
- c. school districts; and**

2. how the CoC collaborates with:

- a. youth education providers;**
- b. McKinney-Vento Local LEA or SEA; and**
- c. school districts.**

(limit 2,000 characters)

1a) The CoC's Collaborative Applicant has a formal partnership in place with Crossnore School and Children's Home (CSCH) and its Youth in Transition program, which is subrecipient to a new FY19 Bonus Project to serve youth formerly in the foster care system. Family Services, a pre-K youth education provider, is a Charter Member for our CoC, signing and signifying its formal partnership.

1b&c) The McKinney-Vento Local LEA (i.e., school district), Winston-Salem/Forsyth County Schools (WS/FCS) is a Charter Member for our CoC, signing and signifying its formal partnership. Our CoC-funded projects maintain MOUs with the City of Winston-Salem to assert their mutual collaboration and assurance that all children and youth served have access to the educational services provided by WS/FCS.

2a) The CoC works closely our youth education providers, including colleges/universities, which serve 18-24 years-old youth, CSCH and Youth in Transition, which serves youth formerly in foster care, and Family Services, which serves our pre-K youth.

2b&c) The CoC has a long history of collaborating with WS/FCS, our LEA that serves pre-K through 12th grade. Since 1996, Project HOPE has worked to ensure that all children and youth experiencing homelessness have access to the educated services to which they are entitled under the federal McKinney-Vento Act. The Project HOPE Homeless Liaison & staff coordinate with our

CoC-funded providers to ensure that all children and youth have access to schools and LEA service. They are our CoC's direct link to SERVE and the SEA as well. The Project HOPE Homeless Liaison serves on both our CoC Operating Cabinet and the Family, Children, & Youth Subcommittee. The United Way of Forsyth County, a principal in our CoC, is working with WS/FCS on a new project to improve 3rd grade reading levels for a school with very high mobility and also using private Emergency Assistance funding to assist families with housing to reduce the mobility rate.

3B-1e.1. Informing Individuals and Families Experiencing Homeless about Education Services Eligibility.

Applicants must describe policies and procedures the CoC adopted to inform individuals and families who become homeless of their eligibility for education services. (limit 2,000 characters)

In 2015, our CoC established a Policy on Education for CoC/ESG funded programs, which ensures all participants are informed of their eligibility for educational services via designated staff. The policy includes four specific procedures, which are described in the following. 1) Educational needs of children shall be taken into account when families with children are placed into emergency shelter, transitional housing and permanent housing programs. 2) Programs funded by Continuum of Care (CoC) and Emergency Solutions Grants (ESG) programs shall have policies and procedures that are consistent with and which do not restrict the exercise of rights provided by subtitle B of title VII of the the McKinney-Vento Homeless Assistance Act as amended by the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 and other laws relating to the provision of educational and related services to individuals and families experiencing homelessness. 3) In the case of programs that provide housing or services to families with children, CoC and ESG funded providers will designate a staff person to be responsible for ensuring that children being served in the program are enrolled in school and connected to appropriate services in the community, including early childhood programs such as Head Start, part C of the Individuals with Disabilities Education Act, and programs authorized under subtitle B of title VII of the HEARTH Act. 4) When families are placed in emergency shelter, transitional housing and permanent housing, CoC and ESG funded programs will, to the maximum extent practicable, place families with children as close as possible to their school of origin so as not to disrupt such children's education. However, the decision to maintain a child's enrollment at their school of origin will consider any history of domestic violence or child abuse within the child's home environment.

3B-1e.2. Written/Formal Agreements or Partnerships with Early Childhood Services Providers.

Applicant must indicate whether the CoC has an MOU/MOA or other types of agreements with listed providers of early childhood services and supports and may add other providers not listed.

	MOU/MOA	Other Formal Agreement
Early Childhood Providers	No	Yes
Head Start	No	Yes
Early Head Start	No	Yes
Child Care and Development Fund	No	No
Federal Home Visiting Program	No	Yes
Healthy Start	No	Yes
Public Pre-K	No	Yes
Birth to 3 years	No	No
Tribal Home Visiting Program	No	No
Other: (limit 50 characters)		

3B-2. Active List of Veterans Experiencing Homelessness.

Applicant must indicate whether the CoC **Yes**
 uses an active list or by-name list to identify
 all veterans experiencing homelessness in
 the CoC.

3B-2a. VA Coordination–Ending Veterans Homelessness.

Applicants must indicate whether the CoC **Yes**
 is actively working with the U.S. Department of
 Veterans Affairs (VA) and VA-funded
 programs to achieve the benchmarks and
 criteria for ending veteran homelessness.

3B-2b. Housing First for Veterans.

Applicants must indicate whether the CoC **Yes**
 has sufficient resources to ensure each
 veteran experiencing homelessness is
 assisted to quickly move into permanent
 housing using a Housing First approach.

3B-3. Racial Disparity Assessment. Attachment Required.

Applicants must:
 1. select all that apply to indicate the findings from the CoC’s Racial
 Disparity Assessment; or
 2. select 7 if the CoC did not conduct a Racial Disparity Assessment.

1. People of different races or ethnicities are more likely to receive homeless assistance.	<input checked="" type="checkbox"/>
2. People of different races or ethnicities are less likely to receive homeless assistance.	<input type="checkbox"/>

3. People of different races or ethnicities are more likely to receive a positive outcome from homeless assistance.	<input type="checkbox"/>
4. People of different races or ethnicities are less likely to receive a positive outcome from homeless assistance.	<input checked="" type="checkbox"/>
5. There are no racial or ethnic disparities in the provision or outcome of homeless assistance.	<input type="checkbox"/>
6. The results are inconclusive for racial or ethnic disparities in the provision or outcome of homeless assistance.	<input type="checkbox"/>
7. The CoC did not conduct a racial disparity assessment.	<input type="checkbox"/>

3B-3a. Addressing Racial Disparities.

Applicants must select all that apply to indicate the CoC’s strategy to address any racial disparities identified in its Racial Disparities Assessment:

1. The CoC is ensuring that staff at the project level are representative of the persons accessing homeless services in the CoC.	<input checked="" type="checkbox"/>
2. The CoC has identified the cause(s) of racial disparities in their homeless system.	<input type="checkbox"/>
3. The CoC has identified strategies to reduce disparities in their homeless system.	<input checked="" type="checkbox"/>
4. The CoC has implemented strategies to reduce disparities in their homeless system.	<input checked="" type="checkbox"/>
5. The CoC has identified resources available to reduce disparities in their homeless system.	<input checked="" type="checkbox"/>
6: The CoC did not conduct a racial disparity assessment.	<input type="checkbox"/>

4A. Continuum of Care (CoC) Accessing Mainstream Benefits and Additional Policies

Instructions:

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4A-1. Healthcare—Enrollment/Effective Utilization

Applicants must indicate, for each type of healthcare listed below, whether the CoC assists persons experiencing homelessness with enrolling in health insurance and effectively utilizing Medicaid and other benefits.

Type of Health Care	Assist with Enrollment	Assist with Utilization of Benefits?
Public Health Care Benefits (State or Federal benefits, Medicaid, Indian Health Services)	Yes	Yes
Private Insurers:	Yes	Yes
Non-Profit, Philanthropic:	Yes	Yes
Other: (limit 50 characters)		
Utd Health Ctr/Downtown Health Plz/Comm Care Clin	Yes	Yes

4A-1a. Mainstream Benefits.

Applicants must:

- 1. describe how the CoC systematically keeps program staff up to date regarding mainstream resources available for program participants (e.g., Food Stamps, SSI, TANF, substance abuse programs) within the geographic area;**
- 2. describe how the CoC disseminates the availability of mainstream resources and other assistance information to projects and how often;**
- 3. describe how the CoC works with projects to collaborate with healthcare organizations to assist program participants with enrolling in**

health insurance;

4. describe how the CoC provides assistance with the effective utilization of Medicaid and other benefits; and

5. provide the name of the organization or position title that is responsible for overseeing the CoC’s strategy for mainstream benefits.

(limit 2,000 characters)

- 1) Our CoC systematically informs program staff through: in-house meetings; Operating Cabinet or Shelter Providers Committee – mechanism for informing CoC providers; annual CoC trainings; and collaborations with NC Community Action Agency via CoC-member Experiment in Self-Reliance (ESR). DSS (Foods Stamps & TANF) sits on the Commission (CoC governing body) and works with leadership to improve linkages between Social Services, DHHS & ACT Team, and homeless providers.
- 2) CoC Shelter Providers Chair and ESR staff provide monthly updates to CoC Operating Cabinet.
- 3) Our CoC, through its partner members, has several healthcare collaborations to assist participants with enrolling in health insurance. Wake Forest Baptist Health helps participants apply for Medicaid. Empowerment & City With Dwellings, both street outreach, have staff who assist participants with enrolling in health insurance. Legal Aid of NC also assists with health insurance enrollment. The Forsyth County Dept. of Public Health (PH) Stepping Up program assists participants with completing Medicaid applications and connecting to Healthcare Access, which helps participants navigate ACA plans. Other PH programs (e.g., pregnancy) also assist clients with Medicaid filing.
- 4) CoC case managers and Stepping Up staff link participants to community resources to access needed benefits. They have participants complete both Medicaid & food stamps applications together. They inform participants that Medicaid includes transportation, help them navigate the system, and encourage them to utilize the benefit to get to any Medicaid appointment. Stepping Up helps participants complete TransAid applications which require doctor's signature. Several CoC agencies use SOAR to obtain disability income. Rapid Response Housing (HEARRT) identifies high-utilizers of Medicaid services and is advocating for healthcare system to screen for housing barriers.
- 5) Senior Director for Housing Strategies, United Way of Forsyth County

4A-2. Lowering Barriers to Entry Data:

Applicants must report:

1. Total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC has ranked in its CoC Priority Listing in FY 2019 CoC Program Competition.	8
2. Total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC has ranked in its CoC Priority Listing in FY 2019 CoC Program Competition that reported that they are lowering barriers to entry and prioritizing rapid placement and stabilization to permanent housing.	8
Percentage of new and renewal PSH, RRH, Safe-Haven, SSO non-Coordinated Entry projects the CoC has ranked in its CoC Priority Listing in the FY 2019 CoC Program Competition that reported that they are lowering barriers to entry and prioritizing rapid placement and stabilization to permanent housing.	100%

4A-3. Street Outreach.

Applicants must:

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- 1. describe the CoC’s street outreach efforts, including the methods it uses to ensure all persons experiencing unsheltered homelessness are identified and engaged;**
- 2. state whether the CoC’s Street Outreach covers 100 percent of the CoC’s geographic area;**
- 3. describe how often the CoC conducts street outreach; and**
- 4. describe how the CoC tailored its street outreach to persons experiencing homelessness who are least likely to request assistance. (limit 2,000 characters)**

1) Wake Forest Baptist Health’s Empowerment Project (EP) is our primary street outreach provider (formerly PATH funded), with offices at Samaritan Ministries (SM) emergency shelter. Using a person-centered approach and motivational interviewing, EP staff identify and engage unsheltered homeless. City With Dwellings (CWD), a grassroots non-profit that began as an ecumenical collaborative, provides street outreach through volunteers. CWD also operates a downtown, drop-in center for support and hospitality. Our Coordinated Intake Center is a conduit for homeless service providers and emergency providers (EMS & PD), with the Dir. of Outreach Services holding monthly meetings. Also, EP and CWD communicate directly with the WSPD downtown bike patrol to enhance outreach efforts.

2) Street outreach covers 100% of the NC-500 geography.

3) EP conducts street outreach daily. CWD conducts street outreach throughout each week and opens the drop-in day center twice weekly.

4) To reach those least likely to request assistance, EP relies on its highly-trained and skilled outreach staff, who focus on building a relationship - requiring ongoing contacts and effort to make the person safe where he/she is. CWD uses a similar person-based approach, capitalizing on its drop-in center as a place to build transformative relationships. Working together, EP and CWD are building strong bonds with unsheltered persons and successfully bringing them to the CoC’s coordinated entry. The CoC tailors its outreach by dividing NC-500 into four areas (N,S,E,W), with identified hotspots in each area, whether they be streets, camps, bridges, abandoned buildings, hospitals, or other locations frequented by persons experiencing homelessness who are least likely to request assistance. Most important, the CoC has a dedicated Joint TH-RRH project for this target population, Rapid Response Housing (HEARRT), which is designed to immediately house unsheltered, chronically homeless as soon as they agree.

4A-4. RRH Beds as Reported in HIC.

Applicants must report the total number of rapid rehousing beds available to serve all household types as reported in the Housing Inventory Count (HIC) for 2018 and 2019.

	2018	2019	Difference
RRH beds available to serve all populations in the HIC	112	73	-39

4A-5. Rehabilitation/Construction Costs–New No Projects.

Applicants must indicate whether any new project application the CoC ranked and submitted in its CoC Priority Listing in the FY 2019 CoC Program Competition is requesting \$200,000 or more in funding for housing rehabilitation or new construction.

4A-6. Projects Serving Homeless under Other Federal Statutes. No

Applicants must indicate whether the CoC is requesting to designate one or more of its SSO or TH projects to serve families with children or youth defined as homeless under other federal statutes.

Submission Summary

Ensure that the Project Priority List is complete prior to submitting.

Page	Last Updated
1A. Identification	09/13/2019
1B. Engagement	09/13/2019
1C. Coordination	09/20/2019
1D. Discharge Planning	No Input Required
1E. Local CoC Competition	09/13/2019
1F. DV Bonus	09/17/2019
2A. HMIS Implementation	09/13/2019
2B. PIT Count	09/20/2019
3A. System Performance	09/23/2019
3B. Performance and Strategic Planning	09/13/2019
4A. Mainstream Benefits and Additional Policies	09/20/2019
Submission Summary	No Input Required