

# A. Organization & Contact Information

Completed by kathleen.wiener@uwforysyth.org on 11/18/2021 11:59 AM

Case Id: 14285  
Name: United Way CoC System Coordination - 2022/23  
Address: \*No Address Assigned

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## A. Organization & Contact Information

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The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

### A.1. Organization Name

United Way of Forsyth County

### A.2. Project/Program

UWFC CoC System Coordination

### A.3. FY 2022-23 Funding Request Amount

\$26,700.00

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

\$16,055,709.00

### A.5. Mailing Address

301 N Main St Suite 1700 Winston-Salem, NC 27101

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

301 N Main Street Suite 1700 WS, NC 27101

### A.7. Organization Website

www.forsythunitedway.org &  
www.forsythendhomelessness.org

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

1974

### A.9. Organization Fiscal Year

July/June

### A.10. Federal Tax ID Number

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Cynthia S. Gordineer, President & CEO

#### A.13. Email

cindy.gordineer@uwforysyth.org

#### A.14. Phone

(336) 721-9333

### CONTACT

#### A.15. Name, Title

Andrea Kurtz, Senior Director Housing Strategies

#### A.16. Email

andrea.kurtz@uwforysyth.org

#### A.17. Phone

(336) 577-6826

### BOARD CHAIR

#### A.18. Name

Catrina Thompson

#### A.19. Term Expiration

12/31/2021

#### A.20. Email

cthompson@wspd.org

#### A.21. Phone

(336) 403-4136

## B. Project Overview

Completed by [kathleen.wiener@uwforysyth.org](mailto:kathleen.wiener@uwforysyth.org) on 11/17/2021 2:35 PM

**Case Id:** 14285

**Name:** United Way CoC System Coordination - 2022/23

**Address:** \*No Address Assigned

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## B. Project Overview

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Please provide the following information.

### APPROACH (7 POINTS)

**B.1. Provide a concise description of the proposed project/program, indicating specifically how City funds will be used. Briefly, what are the goals/objectives of the project/program?**

The funds provided by the City of Winston-Salem for the Winston-Salem/Forsyth County Continuum of Care (WSFC CoC) System Coordination/Housing Matters will be used to support key staff including, Andrea Kurtz, Senior Director of Housing Strategies, and Kathleen Wiener, Program Assistant/Grants and Projects Manager. City Funds will be used to cover the cost of their salaries and the costs associated with their work.

The goals of this program for 2021/2022 are:

A. Provide leadership to the CoC on implementation of WSFC CoC Strategic Plan including:

- 1) Reaching Functional Zero for Chronic Homelessness and Veterans;
- 2) Supporting Shelters in decreasing the average length of shelter stays (long term goal under 30 days);
- 3) Create CoC wide diversion strategies to decrease new admissions to homelessness;
- 4) Advocate to preserve and increase the supply of affordable housing available to people experiencing homelessness and housing instability.

B. Administer the Forsyth Rapid Re-Housing Collaborative (FRRC). This multi-agency project provides people who are homeless with supportive services, using a housing-first approach.

C. Administer the Community Intake Center (CIC), the coordinated assessment program required by the HUD CoC regulations.

D. Assist the CoC in conducting a gaps analysis on a regular basis and developing strategic plans to address the gaps.

E. Collect and Evaluate data on services to the homeless in Winston-Salem/Forsyth County.

F. Provide community-based staff leadership to the WSFC CoC in partnerships with the staff from the City of Winston-Salem and Forsyth County. This work includes supporting the Full Council, Operating Cabinet and the Commission on Ending Homelessness.

G. Provide staff support to the CoC's continuous quality improvement work.

H. Support Winston-Salem/Forsyth County's participation in Built for Zero, a national challenge to end chronic and veteran homelessness.

I. Continue to support the WS/FC CoC response to the COVID-19 pandemic including operating the CoC's isolation plan in partnership with City with Dwellings.

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

The target participants are homeless service providers, other agencies in the community that frequently serve people who are homeless, and individuals who want to be a part of ending homelessness in our community. The staff of these programs/agencies will engage with our program through regularly scheduled meetings, special targeted meetings, work planning sessions and ongoing engagement strategies. For providers, the goal of our work is to help make their processes of serving people experiencing homelessness more efficient, focused, and aligned with the goal of helping people become re-housed. The ultimate impact of our work is to improve services to people experiencing homelessness so anyone experiencing a loss of housing will have a rare, brief and non-recurring housing crisis.

UWFC staff also work to support individuals with live experience of homelessness in participating in the operation of the CoC. In addition to supporting the CoC member with lived experience in being able to fully participate in the COEH, UWFC both seek and support participation of people with lived experience of homelessness at all levels of the CoC organization.

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

The pandemic has impacted the homeless service system quite significantly, and despite unprecedented resources coming to the community there are some concerning trends. Only preliminary data for the 2021 Longitudinal System Analysis is available. These preliminary numbers indicate lengths of program stays are increasing and as such many fewer people are able to access homeless services. In addition, while pre-pandemic, fluctuations in the length of stay did not impact the street population, we currently have over 250 people living on the streets, including several families with young children. This is a significant increase from the pre-pandemic numbers of between 50-80 people on the street.

While pre-pandemic many people were able to resolve their housing crisis with only the support of an emergency shelter stay, there is preliminary data suggesting fewer people can self-resolve. Between the already limited supply of housing affordable to people under 50% AMI, the rising rents post-moratorium, and the increasing numbers of low and moderate families facing eviction and foreclosure, the pressures on the homeless service system are growing.

As our community and the world begin to adjust to our new normal, and we emerge from the pandemic restrictions, our community will need strong coordination and leadership to support all member of the CoC in continuing to align their services and their outcomes with the larger goal of making homelessness rare, brief and non-recurring and in helping minimize the challenges people experiencing homelessness face when they are navigating both the homeless service system and other systems of care in our community.

As of November 2021, there were approximately 707 people on the By-Name List (BNL), 103 of whom are chronically homeless. There are approximately 250 people who are living on the streets who have engagement with street outreach services. The BNL helps us keep track of people experiencing homelessness who are in need of additional services beyond emergency shelter to end their homelessness. In Forsyth County in 2019, 2,367 people accessed homeless services. According to the 2020 LSA report, the average length of time people spent homeless is 75 days based on HMIS data and 369 days based on self-reported data. Based on the CoC APR for the Forsyth County tree, 35% of people served by the system had a known positive exit to housing (6% had no exit data collected) and 44% of people who exit with a housing destination exit within 14 days of the date homelessness started. This emphasizes the need for the CoC to identify and learn to implement strategies to increase exits to permanent housing.

Another challenge our system is experiencing is that people who are matched to supportive housing programs are waiting an average of over four months from program match to being housed. This delay in access to housing, even when matched to a housing voucher, is in part due to challenges in connecting people to mainstream services for key support services such as mental health care, but also is a symptom of the severe shortage of housing units which are affordable at Fair Market Rent, accept vouchers or subsidies and can pass HQS inspection standards.

#### **COLLABORATION (6 POINTS)**

##### **B.4. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?**

The work of this project is collaborative in nature. UWFC, in partnership with the City of Winston-Salem and Forsyth County, work together to support the WSFC CoC. The CoC is a partnership of over 150 people representing 40 agencies to govern the system of care serving people experiencing homelessness. UWFC provides support, leadership and coordination for the Commission on Ending Homelessness, as well as the Operating Cabinet and the Full Council. Its work is focused on developing, planning for, and implementing programs and projects to achieve the goals of the strategic plan. The City of Winston-Salem and Forsyth County help coordinate local, state, and federal resources to support the goals of the strategic plan. In addition, the City provides support and oversight for the Homeless Management Information System (HMIS) which most homeless programs in the community participate in to help the community understand our progress towards ending homelessness.

The WSFC CoC also operates, through UWFC, the Community Intake Center (CIC). This partnership between street outreach programs, emergency shelters and supportive housing programs helps to match people who are homeless with available supportive housing programs. The planning and implementation for the CIC are led by UWFC in partnership with all of the agencies in the CoC. Typically, issues are identified and discussed at the Assessment Team level. If the solution identified requires a review or revision of the CIC policy the issue is referred to the Operating Cabinet for discussion and approval.

## C. Strategy and Performance

Completed by [andrea.kurtz@uwforysyth.org](mailto:andrea.kurtz@uwforysyth.org) on 11/17/2021 2:44 PM

Case Id: 14285

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## C. Strategy and Performance

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Please provide the following information.

### STRATEGY (5 POINTS)

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

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

Safe and Secure Community

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

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

### PERFORMANCE (15 POINTS)

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

We use the North Carolina HMIS database to track data and information on the success of our programs across the CoC. In addition, we work with staff from agencies across the CoC to individually track key data which will help them evaluate their effectiveness in helping people get housed.

We use a number of reports to monitor the progress of our work including:

Annual Reports:

APR - Required by HUD for all CoC-funded programs; report is created from data in the NC HMIS system

CAPER- Required for all ESG funded homeless programs.

PIT Count - UWFC organizes a street count that is paired with a one-night census from all of the emergency and transitional shelters in Forsyth County to create a snapshot of homelessness in the community. The January Count, which is required by HUD, is the official count data that we use.

Monthly Reports:

Data Quality - On a monthly basis all staff connected to rapid re-housing or coordinated assessment services review their data quality report to ensure the data is complete and correct in the HMIS system

By Name List (BNL) - The Community Intake Center (CIC) uses a BNL of people experiencing chronic or otherwise highly vulnerable homelessness. This list is reviewed monthly to assess the number of chronically homeless people in our community, the number of homeless veterans, and housing placements. It is also used on a daily basis by the CIC.

Quarterly Reports:

Quarterly Performance Report for State ESG funded programs

Other Reports:

Discharge Destination

Length of State & Recidivism Demographics Report

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

The Winston-Salem/Forsyth County CoC uses the NC HMIS database to track information regarding people who receive services related to being homeless. We primarily use reports from this database to determine progress on our system performance goals such as the number of chronically homeless people, the average length of stay, number of returns to homelessness, and other key metrics.

Reports are available at the program, agency and system level of performance. Laura Lama, the local system administrator (LSA) for our CoC supports all partners in the WSFC CoC in collecting, maintaining and analyzing their performance data.

The goals of the WSFC CoC, such as ending chronic homelessness and reducing our average length of stay, are both measurable and attainable. Members of the CoC recognize they are long-term and challenging goals. We measure success by looking for system improvements. We review metrics on system performance on a regular basis and routinely have discussions to identify and address challenges to meeting our goals.

Transparency is important to our progress as a system of service providers. As a part of our evaluation of our progress, we review key metrics annually with our Governing Board and with our Operating Cabinet. We also post information about our progress on the CoC's website, [www.forsythendhomelessness.org](http://www.forsythendhomelessness.org).

#### **Attach participant/program data sample report**



**Participant/Program Data Sample Report \*Required**

CoC-APR - ServicePoint all nc 500 tree 2020 to 21.pdf

**C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.**

**Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.**

Stated Program Goals	Program Activities in Support of Goals	FY 20-21 Previous Year Results	FY 21-22 Current Year Projected Results	FY 22-23 Next Year Anticipated Results
10 Commission on Ending Homelessness Meetings will be held.	Orientation for new COEH members, on-going communications and trainings for COEH members. Preparation of meeting agendas and notes.	10 COEH meeting were held	8 COEH meetings have been held with an 9th scheduled for 12/2/21.	10 COEH meetings will be held.
12 Operating Cabinet meetings will be held.	Recruit, train and support all operating cabinet members including on-going trainings and commination's related to issues before the operating Cabinet.	13 Operating Cabinet meetings were held (1 was a special meeting)	11 Operating Cabinets have been held with the 12th scheduled for December 21st.	12 Operating Cabinets will be held
Support shelters in developing and implementing strategies to reduce Length of Time (LOT) homeless	Best Practice research, subcommittee/workgroups.	Durning the 20/21 year the focus of our work shifted from how to reduce LOT homeless to responding to the pandemic. The many of the strategies that addressed pandemic related safety needs, negatively impacted LOT homeless.	We are projecting the LOT homeless will continue to increase for at least 6 months to a year after the pandemic orders are lifted.	Once the pandemic restrictions are lifted we will work with the shelters to determine more specific goals.
Advocate to both preserve and increase supply of affordable housing available to people	Public education on the need for affordable housing, as well as the benefits to the community for investing in affordable	The Housing Matters housing navigator has helped bring about 40 previously	Will provide 5 to 10 groups education on the importance of having affordable housing	Will provide 5 to 10 groups education on the importance of having affordable housing

experiencing homelessness and housing instability.	housing. Develop relationships with community and housing development partners to increase the supply of affordable housing.	uninhabitable units back on line to rent at a below market rate, and who is willing to accept vouchers.	options throughout the community.	options throughout the community.
Support community efforts to reach functional zero for chronic homelessness.	Provide support for continuous quality improvement for housing case managers to improve exits to permanent housing and to improved coordinated assessment.	The number of chronic homelessness has increased 5 fold during the pandemic from 20 to 100 people.	Provide support for continuous quality improvement for housing case managers to improve exits to permanent housing and to improved coordinated assessment.	Provide support for continuous quality improvement for housing case managers to improve exits to permanent housing and to improved coordinated assessment.

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	0	0
FY 21-22 Current Year Projected Results	0	0
FY 22-23 Next Year Anticipated Results	0	0

**C.6. FY 20-21 Program Accomplishments**

The FY21 year was of course challenging because of the on-going pandemic. During this year the Housing Matters team has taken on several new roles, which were not part of the proposed work for the year including organizing the 2 Pm CoC coordination calls, operating the isolation shelter, developed a prevention program with two additional community partners including Liberty East and The Salvation Army, began integrating a diversion strategy into the CIC, as well as continuing to support the governance structure of the CoC, created an encampment response policy for the CoC, and supported the shelters and street outreach teams in their continued efforts at risk mitigation.

An additional focus which began in 2019/20 was to develop the CoC's work to become a trauma informed CoC. In the spring of 2021 the CoC hosted a training for shelter and housing program leadership on becoming a Trauma Informed community. We have started to form a steering committee to oversee this work.

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

- 1) Reduce the known chronic population to zero in order to certify with Built for Zero that we have ended Chronic homelessness.
- 2) Advocate with landlords, property managers and other key stakeholders to increase the number of rental units available to people exiting homelessness.
- 3) Develop strategies to increase the prevention of homelessness and diversion from homelessness.
- 4) Continue the work of the Community Intake Center to reduce the length of time vulnerable, homeless people wait

before being matched to a supportive housing resource.

**Attach participant/program data sample report**

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**Documentation**

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**Participant/Program Data Sample Report**

CoC-APR - ServicePoint all nc 500 tree 2020 to 21.pdf

## D. Organizational Capacity

Completed by kathleen.wiener@uwforysyth.org on 11/17/2021 2:44 PM

Case Id: 14285

Name: United Way CoC System Coordination - 2022/23

Address: \*No Address Assigned

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### D. Organizational Capacity

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Please provide the following information.

#### MISSION (5 POINTS)

**D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?**

United Way of Forsyth County (UWFC) brings the community and its resources together to solve problems that no one organization can address alone.

The major projects of UWFC are:

- Community investments in the areas of Economic Mobility and Socioeconomic Wellbeing
- Housing Matters—coordination and backbone support to the WSFC CoC
- The Forsyth Promise—cradle to career education network
- Place Matters—strategic investment in 13 neighborhoods to help develop thriving neighborhoods
- Partnership for Prosperity—community-based initiative to address poverty in Forsyth County

UWFC's community investments support programs across Forsyth County that serve citizens of our community with a wide range of human services. Investments in each area are driven by a set of community goals and outcomes which are developed by Impact Councils staffed by experts in each area from across the community and members of our partner agencies.

While there are many agencies and programs in our community addressing the needs of people who are homeless, UWFC's support of the work of the Housing Matters Initiative demonstrates the power of organizing and coordinating services to leverage the power of many organizations working together to solve seemingly unsolvable problems, such as homelessness. Since UWFC began work with the WSFC CoC, chronic homelessness has decreased over 90%.

#### FUNCTION (5 POINTS)

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

98 years

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

For 98 years, United Way of Forsyth County (UWFC) and its precursor organization the United Fund have served the Forsyth County community by leveraging resources to meet the human service needs of residents of Forsyth County.

UWFC benefits and serves the residents of Forsyth County in multiple ways. Through our investments and the leveraging of those investments through key partnerships, UWFC helps to improve the lives of residents in the areas of Economic Mobility and Socioeconomic Wellbeing. In addition, UWFC is a leader in our community in addressing human service needs with data-informed decision making, which allows us to focus every dollar of our investments on

its highest and best use for achieving real, lasting change in our community.

The programs we are requesting funds for from the City specifically address the needs of individuals and families in our community who experience homelessness by providing backbone support and leadership to the Winston-Salem/Forsyth County Continuum of Care (WSFC CoC) and supporting the work of our CoC to support Forsyth County's efforts to be a housing first community, ending chronic homelessness, and working to develop a system of care so any resident of our community who becomes homeless can be re-housed in under 30 days.

The Housing First System places the emphasis of ending homelessness on moving people as quickly as possible into permanent housing and then wrapping key support services around them. Since UWFC began supporting the WSFC CoC implementation of the Ten Year Plan to End Chronic Homelessness our community has seen over a 90% decrease in chronic homelessness and achieved the milestone of “ending veteran homelessness,” as recognized by HUD and the US Inter-agency Council on Homelessness.

**STRUCTURE (5 POINTS)**

**D.4. In the chart below, list key personnel and executive staff involved in the proposed project/program.**

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Senior Director, Housing Strategies	<ul style="list-style-type: none"> <li>a. Weekly meetings</li> <li>b. Administer the Forsyth Rapid Re-Housing Collaborative (FRRC). This multi-agency project provides people who are homeless with supportive services, using a housing first approach.</li> <li>c. Administer the Community Intake Center (CIC), the coordinated assessment program required by the HUD CoC regulations.</li> <li>d. Assist the CoC in conducting a gaps analysis on a regular basis and developing strategic plans to address the gaps.</li> <li>e. Collect and Evaluate data on services to the homeless in Winston-Salem/Forsyth County.</li> <li>f. Provide community based staff leadership to the WSFC CoC in partnerships with the staff from the City of Winston-Salem and Forsyth County. This work includes supporting the Full Council, Operating Cabinet and the Commission on Ending Homelessness.</li> <li>g. Provide staff support to the CoC’s continuous quality improvement work.</li> </ul>	40	40.00 %

Program Assistant, Grants and Projects Manager	Provides administrative support to the CoC including taking minutes, coordinating meetings, managing CoC membership information and orients members to the CoC	40	50.00 %
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**D.5. List all executive staff and their compensation (other than per diem).**

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Cynthia S. Gordineer	President and CEO	\$211,951.44	0.00 %
Brittany Pruitt Fletcher	Chief of Staff	\$102,100.00	0.00 %
William Stone, Jr.	Chief of Finance	\$152,000.00	0.00 %
Mark Uren	Vice President Resource Development	\$135,915.00	0.00 %
Deborah Wilson	Chief Impact Officer	\$118,989.15	0.00 %

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

**Organizational Chart \*Required**

Organizational Flow Chart Update Oct 2021.docx

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

**Describe the hiring process and how it is structured to provide the most diverse candidate pool. Best practices for accessing a diverse hiring process and candidate pool include:**

UWFC advertises open positions on our own website, the WS Journal, The Chronicle, NC Center for Nonprofits and Indeed, which reach a broad audience of job seekers. Applicants are screened by HR staff to assess minimum qualifications are met. All applications from candidates meeting minimum qualifications are reviewed by the hiring director, and top candidates are selected for interviews. Interview teams are selected to represent the program or department hiring. Once a top candidate(s) is selected the HR staff review references and the director will make a formal offer.

**Please enter the total number of Full-Time Positions and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.**

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	2	1		8	6	1
Professionals	1	1		8	4	1
Technicians						
Office/Clerical	1			1		
Laborers/Service Workers						
Total Full-Time						

**Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.**

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals		1		3	2	
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp						

**D.8.**



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

UW 2021 Board Roster.doc

2021 COEH Board Members.docx

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

6

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

6

**ABILITY (5 POINTS)**

**D.11. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.**

This project is already operational. This funding will allow the project to continue without interruption.

**D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?**

The United Way of Forsyth County has been a community leader in responding to the greatest human service needs in our community for nearly 100 years. Prior to the pandemic we have been members of Communities Organizing Against Disaster (COAD), were active in helping coordinated services to the community during Hurricane Florence and provided support to the State Emergency Shelter that was stationed in Forsyth County.

The pandemic was a unique disaster response. Our office was quickly able to adapt to remote work, in particular, most members of the Housing Matters team were already equipped with mobile technology to allow them to bring services to people experiencing homelessness. Within the first week of the pandemic declaration UWFC began the CoC daily check in call (now a weekly call), provided coordination and support to the congregate shelters in reorganizing and retooling their facilities in order to keep people safe. In addition we worked intimately with the County Public Health Department to develop an isolation shelter and with the City of Winston-Salem, City with Dwellings and the Bethesda Center for the Homeless to develop and implement a shelter for people who were medically fragile, and supported the street outreach teams in accessing supplies to support encampments, we also supported the coordination of access to personal protective equipment for staff and program participants.

**D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?**

In addition to our fair housing policy, UWFC has non-discrimination policies, and over the last few years our Board and now staff have begun the process of evaluating and implementing strategies to provide services with a racial equity lens.

## E. Cost Effectiveness

Case Id: 14285

Name: United Way CoC System Coordination - 2022/23

Address: \*No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 11/18/2021  
12:01 PM

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### E. Cost Effectiveness

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Please provide the following information.

#### BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Program Services	\$13,599,078.00	\$13,599,078.00	\$13,599,078.00
Fundraising	\$988,405.00	\$988,405.00	\$988,405.00
Management and General	\$1,468,226.00	\$1,468,226.00	\$1,468,226.00
<b>Total Expenditures by Program</b>	<b>\$16,055,709.00</b>	<b>\$16,055,709.00</b>	<b>\$16,055,709.00</b>

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$2,626,694.00	\$2,626,694.00	\$2,626,694.00
Employee Benefits	\$551,900.00	\$551,900.00	\$551,900.00
Facility Rent and Utilities	\$138,000.00	\$138,000.00	\$138,000.00
Training and Conference Registration	\$18,600.00	\$18,600.00	\$18,600.00
Membership and Dues	\$205,720.00	\$205,720.00	\$205,720.00
Travel and Transportation	\$16,560.00	\$16,560.00	\$16,560.00
Grants to Individuals and Organizations	\$10,448,020.00	\$10,448,020.00	\$10,448,020.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$1,250,540.00	\$1,250,540.00	\$1,250,540.00
Other Operating Expenditures	\$799,675.00	\$799,675.00	\$799,675.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$16,055,709.00</b>	<b>\$16,055,709.00</b>	<b>\$16,055,709.00</b>

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$3,252,968.00	\$3,252,968.00	\$3,252,968.00
Forsyth County	\$9,695.00	\$9,695.00	\$9,695.00
State of North Carolina	\$200,000.00	\$200,000.00	\$200,000.00
Federal Government	\$810,356.00	\$810,356.00	\$810,356.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00

Printed By: Rene Williams on 1/27/2022

15 of 28

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$11,179,166.00	\$11,179,166.00	\$11,179,166.00
Foundation Grants	\$966,216.00	\$966,216.00	\$966,216.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$100,000.00	\$100,000.00	\$100,000.00
<b>Total Revenues by Category</b>	<b>\$16,518,401.00</b>	<b>\$16,518,401.00</b>	<b>\$16,518,401.00</b>

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

allocations, designations and administrative fees

**E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.**

Year	Funding Source	Funding Amount
2020	CDBG	\$26,700.00
2019	CDBG	\$26,700.00
2018	CDBG	\$26,700.00
2017	CDBG	\$26,700.00
2016	CDBG	\$26,700.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Staff support to the CoC	\$26,700.00	\$9,500.00	County
	\$0.00	\$0.00	
	\$26,700.00	\$9,500.00	

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

City funds will be used to pay for staff salaries and associated operating costs for providing support to the WSFC CoC, including coordinating the Commission on Ending Homelessness, the Operating Cabinet, and Full Council as well as supporting all CoC participants in working towards the goals of the CoC's strategic plan. Those goals include ending chronic homelessness, reducing the average length of time homeless, increasing the number of exits to permanent housing, reducing recidivism to homelessness, and decreasing new entries into homelessness.

**E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.**

By its very nature, the work that UWFC does in support of the CoC is collaborative; we work with and support all of the emergency shelters, supportive housing programs and mainstream service providers that are critical to the work of ending homelessness both on the personal level for people experiencing homelessness as well as on the system level of how we as a community serve people experiencing homelessness.

**E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.**

NA

**SUSTAINABILITY (7 POINTS)**

**E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.**

UWFC is committed to fulfilling its commitment to being the backbone organization for the CoC, providing system coordination and fiscal management of charitable funds other than the Federal HUD grants. It is anticipated all current funding specifically for this work, including City funding, will continue to support the work of the new CoC strategic plan.

UWFC expects all current funding for the FRRC and RRH will continue indefinitely. UWFC also understands it may not continue and any reduction in the current Federal/State/Local commitment to funding either FRRC or RRH would result in a reduction of services. As these programs grow, additional needs for funds are anticipated. UWFC, in partnership with the CoC will be assessing the best strategy for meeting the full financial needs of these programs.

**BARRIERS (3 POINTS)**

**E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.**

The WSFC CoC has made remarkable progress on its strategic goals of ending chronic homelessness and improving the system of care for all people facing a housing crisis. Over the last 10 years, Winston-Salem has experienced a fairly soft rental market that has allowed housing programs serving people experiencing homelessness the opportunity to work with landlords to accept tenants they might not otherwise have accepted. However, over approximately the last three years, the rental market in Forsyth County has gotten much tighter and we are struggling to even find units for tenants who have housing vouchers. We are working with partners across the City to increase the stock of available, affordable rental units to people at or below 50% of AMI, as well as developing an incentive program for landlords who are willing to rent to clients who have a history of homelessness. It is important that the City and County become more assertive in their expectations of rental property developers to invest in the supply of units available to people at or below 50% of AMI otherwise the gains we have made towards ending homelessness will be lost.

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

We don't anticipate any barriers.

**AVERAGE COST (5 POINTS)**

**E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)**

Proposed funds from the City for this project:	26,700
Number proposed to be served for the year:	2,000
Average City funds per beneficiary:	15.85
Proposed funds from all sources:	9,500
Number proposed to be served for the year:	2,000

Average total funds per beneficiary:	20.6
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## F. Required Documents

Completed by kathleen.wiener@uwforsyth.org on 11/3/2021 8:58 AM

Case Id: 14285

Name: United Way CoC System Coordination - 2022/23

Address: \*No Address Assigned

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## F. Required Documents

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Please provide the following information.

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### Documentation

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

UW Code of Ethics.pdf

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

UW 990 signed.pdf

**Organization By-Laws \*Required**

UW Bylaws.pdf

**Articles of Incorporation \*Required**

UW Articles of Incorporation.pdf

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

UW Anti Discrimination Policy.docx

UW Procurement Policy.PDF

UW Financial Procedures.pdf

UWFC Accounting Policies & Procedures Summary Document 2008.doc

UW Personnel Policies.pdf

Fair Housing and Non Discrimination Policy.docx

WSFC CoC CIC PP Approved 12-19-17 OC.pdf

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

UW 501(c)3.pdf

**Audited Financial statements or third-party review from 2019 and 2020. \*Required**

UW audit FY1920.final.pdf

UW audit FY1819.final.pdf

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

**\*Required**

UW NCSL thru 11-2021.pdf

UW NCSL extension to 1.15.22.pdf

**Participant/Program Data Sample Report \*Required**

CoC-APR - ServicePoint all nc 500 tree 2020 to 21.pdf

**Other**

*\*\*No files uploaded*

## G. Income Based Projects/Services Only

Case Id: 14285

Name: United Way CoC System Coordination - 2022/23

Address: \*No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 11/17/2021 2:45 PM

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### G. Income Based Projects/Services Only

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\*\* Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).\*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

**G.1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.**

Income Range	# to be served
0 to 30% of median	80
31% to 50% of median	20
51% to 80% of median	0
Greater than 80% of median	0

**G.2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants**

All UWFC programs, that support projects such as CIC and FRRC for which specific eligibility must be determined, staff engage in an interview with applicants following either the CIC intake/assessment form or the FRRC intake assessment form. These assessments gather direct information related to eligibility determinations. To verify homelessness, CIC staff help collect critical information including copies of identifying information, verification of homelessness from HMIS and request documentation from non-HMIS providers outside of our CoC for dates served. For Disability documentation, CIC staff help participant request verification from medical professional to be provided with referral to supportive housing program. For income verification, CIC staff request proof of income documentation from applicants.

FRRC staff rely primarily on the certification of eligibility provided by the case manager assigned to clients. UWFC staff's role in FRRC is focused on housing navigation, support and training for CMs and management of TFA. Prior to disbursement of any funds, case managers certify they have all required eligibility documentation in the client file. The FRRC Director performs spot checks of files to ensure documentation is maintained.

Please NOTE: Numbers in section G1 represent percentages of clients.

## H. Construction/Rehab Only

Completed by kathleen.wiener@uwforyth.org on 11/18/2021  
12:02 PM

Case Id: 14285

Name: United Way CoC System Coordination - 2022/23

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.\*\*  
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

**H.1. Describe the proposed project and provide plans. If the project is approved, we will need a detailed work write-up.**

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

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

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

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

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

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

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

**H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.**

Project Name	Address	Type of Project	No. Units	Govt Funding
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### Documentation

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Development budget that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet. **\*Required**

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22 of 28

We are not applying for this type of funding.pdf

**Participant/program data sample report \*Required**

We are not applying for this type of funding.pdf

**Market study or other analysis to verify the need for the project. \*Required**

We are not applying for this type of funding.pdf

**Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format. \*Required**

We are not applying for this type of funding.pdf

# I. Emergency Shelter Only

Completed by kathleen.wiener@uwforyth.org on 11/18/2021  
12:02 PM

Case Id: 14285

Name: United Way CoC System Coordination - 2022/23

Address: \*No Address Assigned

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## I. Emergency Shelter Only

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\*\* Complete this section only if you are requesting funds for an Emergency Shelter project. \*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

### Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

### Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

## J. Rapid Rehousing and HMIS Only

Completed by kathleen.wiener@uwforyth.org on 11/18/2021  
12:02 PM

Case Id: 14285

Name: United Way CoC System Coordination - 2022/23

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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\*\* Complete this section only if you are requesting funds for a Rapid Rehousing project.\*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

#### Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

#### Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

#### HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

## K. HOPWA

Completed by kathleen.wiener@uwforyth.org on 11/18/2021  
12:02 PM

**Case Id:** 14285

**Name:** United Way CoC System Coordination - 2022/23

**Address:** \*No Address Assigned

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## K. HOPWA

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Please provide the following information.

**Are requesting funds for a HOPWA project?**

## Submit

Completed by kathleen.wiener@uwforyth.org on 11/18/2021  
12:02 PM

**Case Id:** 14285

**Name:** United Way CoC System Coordination - 2022/23

**Address:** \*No Address Assigned

---

## Submit

---

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Andrea Kurtz

Electronically signed by kathleen.wiener@uwforyth.org on 11/18/2021 12:02 PM

# IDIS Setup

No data saved

**Case Id:** 14285

**Name:** United Way CoC System Coordination - 2022/23

**Address:** \*No Address Assigned

---

## IDIS Setup

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Please provide the following information.

**Project Name**

**National Objective**

**Activity Number ID**

**HUD Activity Code**

**Project Description**

**Accomplishment Type**

**Initial Application Date**

**Service Area**

**Ward**

**Census Tract(s)**

**Block/Group**

**MWBE**