

A. Organization & Contact Information

Completed by kathleen.wiener@uwforysyth.org on 11/18/2021 11:00 AM

Case Id: 14280
Name: United Way - State ESG Data, RRH and Housing
Address: *No Address Assigned

A. Organization & Contact Information

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

State ESG Data, RRH & Housing Search and Placement

A.3. FY 2022-23 Funding Request Amount

\$100,000.00

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 St Suite 1700 Winston-Salem, 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@uwforysyt.org on 11/17/2021 1:02 PM

Case Id: 14280

Name: United Way - State ESG Data, RRH and Housing

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B. Project Overview

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 Community Intake Center (CIC) is a collaborative project of the Winston-Salem/Forsyth County Continuum of Care (WSFC CoC). The goal of the CIC is to connect the right level of resources to the right people needing them based on their vulnerability and chronic homelessness status. The vision of this project is to provide a common system to help prioritize access to limited supportive housing resources including rapid re-housing, transitional housing, permanent supportive housing and referrals to income-based housing for people who are homeless. It provides a no-wrong door model for access to supportive housing. This project helps fund the CIC Data Stability Coordinator who is a critical member of the CIC staff and is responsible for ensuring all people being served by the homeless services system have timely, complete and accurate data in our HMIS system in order to be assessed and prioritized for supportive housing programs, in addition she supports system-wide data quality support to ensure that the data used by the CIC for matching people to open housing services is complete, timely and accurate.

The CIC is based on a philosophy of progressive engagement which seeks to find the least intensive intervention to assist people experiencing homelessness move back into permanent housing. In addition, the CIC supports the philosophy of Housing First, meaning that for people experiencing homelessness, housing is the first most important intervention although not necessarily the only intervention necessary to support someone transitioning out of homelessness. In order to be successful at this the CIC relies on HMIS data, which the Housing Stability Data Coordinate is critical to ensure the data is good.

Priorities for matching people to supportive housing services:

1. Chronically Homeless and Highly Vulnerable: individuals/families must meet the definition of "chronically homeless" and/or highly vulnerable as determined by using the defined vulnerability index, within this category, priority will be determined by vulnerability score
2. Unaccompanied Youth under the age of 25 or families with school-age children and youth (not chronically homeless or highly vulnerable) currently in their custody
3. Individuals/heads of households with Disabilities (not chronically homeless or highly vulnerable); must have a disability that interferes with housing stability
4. Individuals/heads of households (without disability, not chronically homeless, not highly vulnerable)

Additionally this application include, United Way of Forsyth County (UWFC) uses State ESG funds for the Forsyth Rapid Re-Housing Collaborative (FRRC) to support two essential elements of the program: housing navigation and temporary financial assistance.

The FRRC is designed to provide rapid re-housing services to the greatest diversity of clients across the CoC. By matching

case management services from a diverse group of organizations serving people who are homeless with a centralized fund for temporary financial assistance, the FRRCC can serve any homeless household regardless of the household's demographic makeup or door of entry into homeless services. The objective of this program is to assist homeless households reduce the length of homelessness and to provide supportive services focused on helping them stabilize their permanent housing.

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

Participants access the Community Intake Center (CIC) by engaging in services at an access point. The access points are all HMIS-participating shelters and street outreach programs. For people who are not able to connect with an HMIS participating shelter, the CIC Outreach staff will meet with them to complete an intake to enter them into the CIC system. The Housing Stability Data Coordinator supports this data collection and ensures it is entered into the HMIS system to facilitate prioritization. In this way, any person seeking homeless services may access the CIC.

The benefit derived by individuals from participating in the CIC is they have an opportunity to be assessed and prioritized for supportive housing. While the vast majority of those seeking homeless services will not be matched to a supportive housing program, the CIC is able to objectively and systematically prioritize who is able to match to this valuable and limited resource.

The CIC Director maintains the prioritization list. The list is reviewed bi-weekly at the Assessment Team meeting and/or Assessment Team case conferencing, which allows the team to share information and develop strategies to help move people on the list towards permanent housing.

When the CIC is notified of a vacancy in a supportive housing program (such as Permanent Supportive Housing (PSH) or Rapid Re-Housing (RRH)) the CIC Director reviews the BNL for the highest prioritized person who meets the program admission criteria. She will prepare the referral, including all documentation on homelessness history and disability gathered by the outreach team, and send the referral to the Program Director. The Program Director must accept or reject the referral.

Rejected referrals are placed back on the BNL for future matching opportunities. If an individual on the BNL has not engaged with homeless services for over 90 days they will be moved to an inactive status. If they re-appear they can be re-prioritized onto the BNL.

To access the FRCC, participants must be referred by the CIC. Once referred, the client is notified by the CIC and signs a housing plan indicating they know they are referred. The CIC also offers an orientation to the FRRCC to ensure all clients have a uniform expectation of the program and understand their rights and responsibilities.

The FRRCC expects Case Managers assigned through the CIC will contact the head of household as soon as possible to set up an initial appointment. The Case Manager and client will develop a case plan with specific goals focused on the objective of obtaining and maintaining permanent housing. Clients will be assisted in identifying a housing unit that will meet our inspection standards.

The FRRCC has four staff members who are certified housing inspectors under the HQS standards from HUD. One of these four inspectors will inspect the unit before leases are signed; in this way, we hope to maintain a minimum housing quality standard for those we serve.

Once the household has moved in, the Case Manager will work with them to achieve the goals they established to help

stabilize their household in permanent housing. These goals may center on health outcomes, income outcomes, or educational outcomes as determined by the Case Manager and client as being important for the client to remain housed.

About 86% of program participants exit the program into permanent housing, and less than 8% return to homelessness within two years.

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

The FRRC provides short- to medium-term rental assistance and case management to people experiencing homelessness who cannot self-resolve without support. Pre-pandemic, on an annual basis, approximately 2,000 people experience literal homelessness in Forsyth County; of these only 200-250 households are matched to a supportive housing program, including the FRRC. Because of the significant rise in evictions since October 2021 we are anticipating, for at least the next 1-3 years, this number will increase as families lose their homes through evictions, rents increase, and families support networks are unable to absorb additional people into their homes.

The CIC staff are working with community partners and the FRRC to identify mainstream resources and other strategies to help people who are unlikely to match to either permanent supportive housing or rapid re-housing move into permanent housing. Our system data suggests about half of people entering shelter will self-resolve and an estimated 250 people will match to supportive housing, leaving about 600 people who will need some support finding permanent housing opportunities. UWFC is working with all of the FRRC partners and other community stakeholders to expand opportunities for short- to medium-term housing supports to help reduce the amount of time people spend homeless.

** Note about unmet need and request for funds - As usual, we have requested \$100,000 for Temporary Financial Assistance from the City and State ESG pools. These funds are critical for covering utilities, arrears, deposits, and moving costs for people as they move into permanent housing. We will budget and run the program based on the funds available for the program; every additional dollar the program receives helps us expand the amount of temporary financial assistance the program can provide. The more funds we have, the more people we can assist. Particularly during the pandemic, we are working hard to move as many people into permanent housing as quickly as we can.

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 mission and vision of United Way of Forsyth County (UWFC) are built on the principles of collaboration and strategic partnerships. In all of its work, UWFC builds partnerships with public, private, and nonprofit partners for the purpose of achieving targeted, measurable outcomes for the common good of our community. The CIC staff are a key example of the way in which UWFC uses collaboration to plan, implement, operate and provide oversight to its projects and activities.

At its highest level, the work of the CIC staff is a collaborative effort between the City, County, UWFC, and members of the WSFC CoC to support the goals and work of the WSFC CoC. The governance structure of the CoC provides planning and oversight to the CIC and aligns the priorities of the CIC to the strategic goals of the WSFC CoC. By only accepting new clients from referrals through the CIC, members of the WSFC CoC ensure supportive housing resources are prioritized across the community to people who are the most in need of these services.

The ultimate measure of the performance of the CIC is the system-level outcomes of the CIC. Since the inception of the

CIC, the number of chronically homeless people has continued to decrease significantly and as of November 8, 2019, only 19 chronically homeless people are on the BNL.

The FRCC was designed as a collaborative relationship between UWFC, Goodwill NWNC, the Bethesda Center for the Homeless, The Salvation Army, Experiment in Self Reliance, and Family Services.

The partnership between these agencies helps to maximize each organization's strengths. UWFC provides housing navigation, including identifying new landlords and available units and inspections of the units as well as manages a common fund of Temporary Financial Assistance. Other partners provide case management services to participants.

Team members meet twice a month to review cases, program performance and program operations; they routinely have discussions to identify and address barriers to help support program participants in securing and remaining housed

The FRCC is often reviewed during these meetings as part of our commitment to continuous quality improvement for the program.

C. Strategy and Performance

Completed by kathleen.wiener@uwforsyth.org on 11/17/2021 1:04 PM

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C. Strategy and Performance

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:

LAS- Required by HUD for the CoC to submit annually; report is created from data in the NC HMIS system and is being

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revised to be more detailed and population-specific

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

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 goals of the WSFC CoC, such as ending chronic homelessness and reducing our average length of stay, are measurable and attainable. Members of the CoC recognize these 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 evaluating 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.

When staff identifies areas that are not supporting the swift resolution of participant's housing crisis, they work with CIC partner agencies to identify strategies to improve the system in order to decrease the amount of time between people being identified and receiving supportive services.

Attach participant/program data sample report



Participant/Program Data Sample Report *Required

frc 20 to 21 caper.pdf

frc 20 to 21 caper.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
Reduce the Length of time from program entry to housing move in date to less than 30 days.	Housing Navigator will: recruit and retain landlords; identify available units, provide information on units to case managers, host navigation clinics for clients in active search mode.	Households spent an average of 141 days from program entry to move in. This LOT is up significantly from the prior year (121 days), due to forces during the pandemic.	141 days. Due to the housing market and the eviction crisis, we do not anticipate this LOT reducing this year.	120 days.
The CIC will have timely, complete accurate data available weekly for prioritization of the BNL	Housing Stability Data Coordinator will ensure the collection of all necessary data for prioritization and will support data quality improvement work, and corrections.	297 people were screened with a less than 2% error rate in all fields except SS#. This error rate is higher because the children's SS# is not always available.	250 people will be screened with a less than 2% error rate.	300 people will be screened with a less than 2% error rate.

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	257	257
FY 21-22 Current Year Projected Results	300	0
FY 22-23 Next Year Anticipated Results	300	0

C.6. FY 20-21 Program Accomplishments

The last 18 months have been a challenging one for the FRRC program. The pandemic waivers has provided a great opportunity to provide services to families for longer to ensure they had the support they needed to remain housed during the pandemic, however with the eviction moratorium and the general lack of movement in the low and

moderately prices rental market, housing was challenging to come by.

However, the FRRRC program was able to partner with the medically fragile shelter and support nearly all of the medically vulnerable people from this shelter transition from the specialized non-congregate shelter to permanent housing.

During the beginning of the pandemic all of the case managers had to learn how to adapt their high intensity and moderate intensity case management to remote or socially distant care. Many case managers were prohibited by agency policy from visiting clients in their homes. Despite these restrictions 85% of households exited to permanent housing.

C.7. FY 22-23 Key Objectives

The CIC will support the work of the CoC in reaching functional zero for chronically homeless people and will continue to improve case conference, diversion and connection to mainstream resources in order to help the CoC achieve it's goal of an average length of homelessness of under 30 days.

Maintain successful outcomes including exits to permanent housing. Decrease the length of time it takes program participants to find permanent housing.

Attach participant/program data sample report

Documentation



Participant/Program Data Sample Report

frrc 20 to 21 caper.pdf

frrc 20 to 21 caper.pdf

D. Organizational Capacity

Completed by kathleen.wiener@uwforysth.org on 11/17/2021 1:06 PM

Case Id: 14280

Name: United Way - State ESG Data, RRH and Housing

Address: *No Address Assigned

D. Organizational Capacity

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 include:

- 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 by 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	Supervises CIC staff and works with WSFC CoC to provide strategic direction and oversight to the CIC.	40	0.00 %
Director CIC	Manages BNL, matches individuals from BNL to openings in supportive housing programs, develops and implements strategies to ensure all people experiencing homelessness are assessed and prioritized for housing.	40	0.00 %
Director, Outreach Services	Assesses people experiencing homelessness to ensure the CIC has all necessary metrics to prioritize people accurately, develops and implements strategies to ensure all people experiencing homelessness have access to coordinated assessment regardless of whether or not they are connected to an HMIS participating program, helps CoC coordinate outreach services to the homeless in the community to ensure people experiencing homelessness who are not connected to a shelter are assessed and connected to the CIC.	40	0.00 %
Housing Stability Data Specialist	Collects and enters into NC HMIS data related to assessing the vulnerability and key metrics for prioritization. Supports HMIS participating agencies to maintain data accuracy and completeness for all metrics necessary for coordinated assessment to be effective.	40	100.00 %
Diversion Specialist	Support the CIC in identifying individuals for connection to diversion specialists and supports access to diversion financial assistance.	40	100.00 %

Landlord Engagement Specialists	Provides landlord recruitment and engagement. Manages a list of open units that are affordable to typical homeless households and distributes to case managers, participates in weekly housing conferences open to people experiencing homelessness who needs support identifying available housing.	40	25.00 %
Grants Manager	Provides accounting services, manages all TFA expenditures including fund disbursement.	40	0.00 %
Housing Inspector	Provides pre-lease signing HQS inspections for housing quality.	20	0.00 %

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 Finance Officer	\$152,000.00	0.00 %
Mark Uren	Vice President, Resource Development	\$135,915.00	0.00 %
Debbie 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		1				
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 currently operational; continued funding will ensure uninterrupted services.

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

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11:16 AM

E. Cost Effectiveness

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
Total Expenditures by Program	\$16,055,709.00	\$16,055,709.00	\$16,055,709.00

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
Total Expenditures by Category	\$16,055,709.00	\$16,055,709.00	\$16,055,709.00

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

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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
Total Revenues by Category	\$16,518,401.00	\$16,518,401.00	\$16,518,401.00

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	State ESG	\$41,352.00
2019	State ESG	\$41,352.00
2018	State ESG	\$51,941.00
2017	State ESG	\$10,171.00
2016	State ESG	\$29,044.00

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
Housing Navigation	\$20,000.00	\$32,000.00	CoC, SSVF, private donations
TFA	\$21,352.00	\$625,000.00	City ESG, CoC, SSVF, private funds
Director of Housing Services	\$0.00	\$68,500.00	City ESG, CoC, SSVF, private funds
FRRD Director	\$0.00	\$68,500.00	City ESG, CoC, SSVF private funds
	\$41,352.00	\$794,000.00	

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.

For all budget line items, the City resources directly support staff responsible for carrying out the assigned responsibilities for implementing coordinated assessment. The CIC Director manages the BNL and program matches, the Director of Outreach and Data Stability Coordinator work to screen, assess and collect critical data for prioritization and ensure all data is complete and accurate within the HMIS. The Diversion Specialist identifies individuals who should be prioritized for diversion and supports them accessing trained diversion specialists and access to diversion financial assistant.

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.

The design of the WSFC CoC's coordinated assessment system is a multi-agency collaboration. The CIC staff rely on data entered by emergency shelters and street outreach programs to pull individuals into the CIC's BNL. Also, the HMIS participating shelters and street outreach programs administer the VISPDAT when possible to ensure individuals can be appropriately prioritized.

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.

We typically ask for \$100,000, because this amount of ESG funds would allow us to maximize the leverage with other resources which would allow us to fully fund our housing navigation services and meet the needs for clients TFA. If we were awarded this amount, we would be able to serve more households and expand our efforts to support housing navigation.

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 dedicated 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 CoC strategic plan including the operation of the HUD requirement for the Community Intake Center which is the CoC's coordinated entry program.

UWFC expects all current funding for the CIC will continue indefinitely. UWFC also understands it may not continue and any reduction in the current Federal/State/Local commitment to funding of the CIC 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.

We do not foresee any barriers to the continued operation of this program.

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

We do not foresee any barriers to the continued operation of this program.

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:	30,000
Number proposed to be served for the year:	20
Average City funds per beneficiary:	1,500
Proposed funds from all sources:	90,000

Number proposed to be served for the year:	20
Average total funds per beneficiary:	4,500

F. Required Documents

Completed by kathleen.wiener@uwforyth.org on 11/3/2021 8:55 AM

Case Id: 14280

Name: United Way - State ESG Data, RRH and Housing

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

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

Fair Housing and Non Discrimination Policy.docx

UW Anti Discrimination Policy.docx

UW Financial Procedures.pdf

UW Personnel Policies.pdf

UW Procurement Policy.PDF

UWFC Accounting Policies & Procedures Summary Document 2008.doc

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 11.15.21.pdf

UW NCSL extension to 1.15.22.pdf

Participant/Program Data Sample Report *Required

frc 20 to 21 caper.pdf

frc 20 to 21 caper.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 14280
Name: United Way - State ESG Data, RRH and Housing
Address: *No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 11/18/2021
11:16 AM

G. Income Based Projects/Services Only

** 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	0
31% to 50% of median	0
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

H. Construction/Rehab Only

Completed by kathleen.wiener@uwforyth.org on 11/18/2021
11:16 AM

Case Id: 14280

Name: United Way - State ESG Data, RRH and Housing

Address: *No Address Assigned

H. Construction/Rehab Only

** 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

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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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
11:17 AM

Case Id: 14280

Name: United Way - State ESG Data, RRH and Housing

Address: *No Address Assigned

I. Emergency Shelter Only

** 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 11/17/2021 1:14 PM

Case Id: 14280

Name: United Way - State ESG Data, RRH and Housing

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

** 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	\$6,000.00
Rental Application Fees	\$1,353.00
Security Deposits	\$10,000.00
Last Month's Rent	\$0.00
Utility Deposits	\$5,000.00
Utility Payments	\$5,000.00
Moving Cost Assistance	\$5,000.00
Overhead Costs (limited to 15% of total activity request)	\$7,000.00

HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$43,647.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$43,647.00

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$17,000.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00
Information and Referral	\$0.00
	\$0.00
Information and Referral	\$0.00
	\$0.00
Information and Referral	\$0.00

K. HOPWA

Completed by kathleen.wiener@uwforyth.org on 11/18/2021
11:17 AM

Case Id: 14280

Name: United Way - State ESG Data, RRH and Housing

Address: *No Address Assigned

K. HOPWA

Please provide the following information.

Are requesting funds for a HOPWA project?

Submit

Completed by kathleen.wiener@uwforysyth.org on 11/18/2021
11:17 AM

Case Id: 14280

Name: United Way - State ESG Data, RRH and Housing

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@uwforysyth.org on 11/18/2021 11:17 AM

IDIS Setup

No data saved

Case Id: 14280

Name: United Way - State ESG Data, RRH and Housing

Address: *No Address Assigned

IDIS Setup

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