

A. Organization & Contact Information

Case Id: 16239
Name: United Way CoC Permanent Supportive Housing
Address: *No Address Assigned

Completed by kathleen.wiener@uwforysyth.org on 11/15/2022 9:43 AM

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

UWFC FY 23-24 CoC Permanent Supportive Housing Coordination

A.3. FY 2023-24 Funding Request Amount

\$40,000.00

A.4. Agency's Total Operating Budget

\$13,439,364.00

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

23-7357234

A.11. Federal DUNS Number

007942253

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Antonia Monk Richburg, Ph.D., President & CEO

A.13. Email

antoniamonkrichburg@uwforysyth.org

A.14. Phone

(336) 721-7333

CONTACT

A.15. Name, Title

Andrea Kurtz, Executive Director, Strategic Housing Initiatives

A.16. Email

andrea.kurtz@uwforysyth.org

A.17. Phone

(336) 577-6826

BOARD CHAIR

A.18. Name

Trisha Coleman

A.19. Term Expiration

12/31/2024

A.20. Email

tmcoleman@novanthealth.org

A.21. Phone

(336) 277-1040

B. Project Overview

Completed by kathleen.wiener@uwforyth.org on 11/15/2022 9:47 AM

Case Id: 16239

Name: United Way CoC Permanent Supportive Housing

Address: *No Address Assigned

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 CoC Permanent Supportive Housing Coordination Project will provide a Director of Supportive Housing programs to work with the Community Intake Center and the community service providers providing permanent supportive housing case management such as the Bethesda Center, Experiment in Self-Reliance, and Positive Wellness Alliance, to manage voucher utilization, standardize care, and provide on-going training and support.

For the last several years, and with increasing urgency during the pandemic, the CoC's permanent Housing Voucher utilization has been very low and difficult to track. There is no coordination or consistent implementation across the CoC as to what it means to provide permanent supportive housing case management. This project will help address these needs.

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

Clients will be referred to a PSH case manager through the Community Intake Center (CIC) based on the CoC's prioritization standards and program policy (i.e. a client referred to Positive Wellness Alliance would need to meet the organization's policy that they serve people who are HIV+.) The assigned case manager will meet with the client to confirm eligibility and then begin the process of identifying housing.

The Director of Supportive Housing will meet with the PSH case managers on a weekly basis to review hard cases, identify barriers to housing and solutions for removing them, as well as monitor case loads and voucher vacancies. With this support it is anticipated that voucher utilization will increase and program participants will receive more consistent care.

NEED (7 POINTS)

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

There is no one person or agency monitoring and tracking voucher utilization at this time. At one point in the year there were over 100 vouchers available for utilization, but an unclear amount of available case management. This lack of coordination on the CoC's part risks our losing these precious resources.

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?

United Way of Forsyth County (UWFC), as the regional coordinator for NC-500, already manages a collaborative

partnership with agencies providing case management for rapid re-housing. This new program will build off of this partnership and offer similar services for the permanent supportive housing programs. In addition to our partnership with the case management agencies, we will work closely with the Housing Authority of Winston-Salem to track voucher utilization and quickly refill any open vouchers.

The primary performance measure for this program will be voucher utilization. Once we have addressed this issue we will look at more global program outcomes, including length of time from program entry to housing, income and health improvements, and exits to other independent forms of permanent housing.

C. Strategy and Performance

Completed by kathleen.wiener@uwforsyth.org on 11/15/2022 9:53 AM

Case Id: 16239

Name: United Way CoC Permanent Supportive Housing

Address: *No Address Assigned

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):

Livable Neighborhoods

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 Homeless Management System (NC HMIS) database to track data and information on the success of our programs across the CoC. The BNL is drawn from the NC HMIS based on data from key access points including shelters and street outreach programs.

In addition, CIC staff 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.

For the CIC specifically, we used the BNL which is generated from the NC HMIS database. In addition, in our work with

the national Built for Zero initiative, we report the number of chronically homeless, the number of chronically homeless new to the list (inflow), housed (outflow), and the same for veterans.

CIC staff use a number of reports across the whole CoC to monitor the progress of our work including:

BNL- this report generated weekly provides prioritization detail for all individuals currently in the homeless service system.

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.

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.

CAPER: an annual report for ESG funded programs

Stella P: based off of the Longitudinal System Analysis (LSA) report the Stella P program provides data visualization for CoC system performance.

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 related to people who receive services related to being homeless. We will primarily use reports from this database to determine progress on system performance goals such as the number of chronically homeless people, the average length of stay, the number of returns to homelessness, and other key metrics.

Reports are available at the program-, agency-, and system-level performance. The Local System Administrator for our CoC supports all partners in the WSFC CoC in both collecting and analyzing their performance data. 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. Where the FRRC see trends that indicate the program is not meeting anticipated outcome targets, staff engage in an evaluation of the process and look for system improvements which can be implemented. These improvements could be as simple as modifying how or where the first contact is made with a client, to as complex as considering a full system redesign of a process.

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.

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 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
Improve CoC voucher utilization rates	Director will develop a utilization tracking plan in partnership with HAWS and will monitor utilization on a weekly basis and communicate openings with the CIC.	We will need to set a baseline.	Voucher utilization will reach 90%	Voucher utilization will remain between 90 and 95%.
Decrease the length of time from program entry to housing move in date.	Currently, program participants in PSH programs have the longest stays in the CoC at well over 365 days. Of the 16 households moved into PSH in FY22, 50% of them had more than 6 months between program entry and housing date. An additional 4 had a length of time between program entry and move in between 61 and 180 days.	More the 50% of PSH participants will enter permanent housing with 60 days of program entry.	More the 50% of PSH participants will enter permanent housing with 60 days of program entry.	More the 50% of PSH participants will enter permanent housing with 60 days of program entry.
Decrease the average length of time homeless.	The Director will work with PSH case managers to expedite the housing identification process for PSH participants. As all current PSH participants are chronically homeless they are often the longest stayers in our system and housing	122 days is the average length of stay in the homeless system based on the FY21 LSA	Estimate based on the difficulties with housing people this year that the average length of stay will increase again.	Average length of stay will be reduced to under 100 days.

	they will have a significant impact on average length of stay.			
--	--	--	--	--

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	16	107
FY22-23 Current Year Projected Results	15	100
FY 23-24 Next Year Anticipated Results	35	100

C.6. FY 21-22 Program Accomplishments

This is a new program and does not currently have outcomes.

C.7. FY 22-23 Key Objectives

- 1) Improve PSH voucher utilization
- 2) Decrease the LOT from program entry to housing date
- 3) Decrease the average LOT homeless for the entire system.

D. Organizational Capacity

Completed by kathleen.wiener@uwforysyt.org on 11/15/2022 4:39 PM

Case Id: 16239

Name: United Way CoC Permanent Supportive 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 are:

- Community investments in the areas of Economic Mobility and Socioeconomic Wellbeing
- Housing Matters—coordination and backbone support to the WSFC CoC
- 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.

Providing coordination for the PSH programs is a prime example of living into our mission. 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 decreased over 90% from 2006 to prior to the pandemic. We will bring this same focus and dedication to improving outcomes for the PSH programs.

FUNCTION (5 POINTS)

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

99 years

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

For 99 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. Prior to the Pandemic, UWFC supported the WSFC CoC's implementation of the Ten Year Plan to End Chronic Homelessness which lead to 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.

When the pandemic started, the Housing Matters team helped the homeless service system realign its shelter and housing services to better meet the needs of some of our community's most vulnerable members. Changes to the system included revamping mass shelters to allow for social distancing, operating a non-congregate shelter for medically fragile people and expediting housing placements for them, and coordinating weekly check-in calls to help monitor the situation in the shelters related to the pandemic.

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
Director of Supportive Housing Coordination	Tracking available housing vouchers for PSH, VASH, EVH, and other vouchers available for Homeless people. Support CIC Director in matching from the BNL to the available vouchers. Coordinate regularly scheduled case conferencing meeting with supportive housing case managers for PSH and RRH. Monitor and track system-wide supportive housing outcomes. Support on-going system improvement strategies for improving supportive housing program results.	40	50.00 %
Director, SSVF	Provides coordination and support for the SSVF (Rapid RE-Housing Program) . Support CIC Director in matching from the BNL to the available vouchers.	40	0.00 %

	<p>Coordinate regularly scheduled case conferencing meeting with supportive housing case managers for PSH and RRH.</p> <p>Monitor and track system-wide supportive housing outcomes.</p> <p>Support on-going system improvement strategies for improving supportive housing program results.</p>		
Director of Housing Services	Oversees Housing Navigation and Inspections services for RRH collaborative and manages Temporary Financial Assistance spending.	40	0.00 %
Director, Coordinated Assessment	<p>Manages the Community Intake Center matching process from people on the By Name List (BNL) to available supportive housing programs.</p> <p>Manages the data in the BNL for prioritization,</p>	40	0.00 %
Executive Director, Strategic Housing Services	Provides Management and oversight to all UWFC housing programs.	40	5.00 %

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
Dr. Antonia Monk Richburg	President and CEO	\$225,000.00	0.00 %
Cynthia S. Gordineer	Out going President and CEO	\$218,309.98	0.00 %
William Stone, Jr.	Chief Finance Officer	\$156,560.00	0.00 %
Debbie Wilson	Chief Impact Officer	\$122,558.82	0.00 %
Mark Uren	Vice President Resource Development	\$149,992.45	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

UWFC Organization Chart _11.2.22.pptx

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 whether minimum qualifications are met. The hiring director reviews all applications from candidates meeting minimum qualifications,

and top candidates are selected for interviews. Interview teams are chosen to represent the program or department hiring. Once a leading 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	3	1		6	5	1
Professionals	3	1		5	4	
Technicians						
Office/Clerical				2	1	
Laborers/Service Workers						
Total Full-Time	6	2	0	13	10	1

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				1		
Professionals		1		3	2	
Technicians						
Office/Clerical				1		
Laborers/Service Workers						
Total Part-Time/Temp	0	1	0	5	2	0

D.8.

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

2022 UWFC Board Roster.doc

2022 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.

If UWFC is recommended for funding for this position we will begin program implementation by meeting with staff from the City of Winston-Salem, the CIC and the Housing Authority to establish a base line number both available and in use of PSH vouchers, inclusive of all PSH voucher programs, the CoC vouchers, VASH, EVH, and other programs set

aside or with preferences for people experiencing homelessness.

Within 30 days of receiving the grant contract we will on-board new staff who will be oriented to the CoC and begin meeting one on one with PSH case management agencies to meet with them and identify their program strengths and challenges.

Within 30 days of beginning services, the Director will establish regular case management meetings for all PSH case managers. At these meetings the Director will review hard cases and help staff identify strategies for overcoming obstacles to housing, work to establish program standards and providing training and guidance for staff in meeting these standards. They will introduce case managers to the principles of continuous quality improvement and help staff to gradually make changes to decrease the amount of time program participant need to identify housing.

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 our community's greatest human service needs for 99 years. Prior to the pandemic we have been members of Communities Organizing Against Disaster (COAD), were active in helping coordinate 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), and 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.

One of the most successful strategies we adopted during the pandemic was the daily, now weekly "check-in call." The purpose of the call is to allow space in the week for key shelter staff to share an update on the status of their shelter population and bring forward to the collective any emergent issues. One such issues which happened this year was the rise of Monkey Pox. Through the weekly check-in call shelters were able to communicate about rising concerns among the shelter guests about Monkey Pox, and bring in education for both staff and guests. This weekly check-in call can also benefit the diversion program by allowing the CIC staff to keep abreast of emergent issues in the shelters which they may be able to assist with.

Another response that United Way played during the pandemic was to bring multiple community funders together to develop a \$2 million dollar pandemic relief fund which helped many smaller organizations, including many within the CoC adapt to remote work, and address the new requests for assistance both in type (such as people being evicted from hotels) and scale.

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)?

United Way of Forsyth County has made the commitment to engage, and we have dedicated resources to understand

how we experience equity issues, the impact of these issues on Forsyth County, and what we can do to address these issues. We understand that equity is already implicit in our existing approach to community impact and gives United Way a solid foundation on which to deepen and strengthen equity as a process and an outcome. Our goal is for equity to become part of the DNA of who we are and how we work with our community to create positive change. In 2021 UWFC Board and staff began the process of evaluating our organization and all of our policies and practices with an equity lens. Since this initial evaluation the Board and Staff have identified a diverse set of strategies for the organization to implement to improve how we operate in a more equitable way.

At an organizational level this includes changes in how we market open positions, overall organizational communication strategies, as well as a review of our staff handbook.

As this organization vision of equity intersects with our implementation of the CIC and specifically this diversion program, we have several policies and practices which directly impact equity including our fair housing policy, an on-going analysis of our services data with an equity lens, and currently a re-evaluation of the prioritization tools we are using to more accurately reflect the values of the CoC to specifically address the needs of marginalized and underserved populations within our community.

E. Cost Effectiveness

Case Id: 16239

Name: United Way CoC Permanent Supportive Housing

Address: *No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 11/15/2022
10:52 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 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$10,823,077.00	\$10,823,077.00	\$10,823,077.00
Fundraising	\$1,080,937.00	\$1,080,937.00	\$1,080,937.00
Management and General	\$1,059,378.00	\$1,059,378.00	\$1,059,378.00
Total Expenditures by Program	\$12,963,392.00	\$12,963,392.00	\$12,963,392.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$2,601,665.00	\$2,601,665.00	\$2,601,665.00
Employee Benefits	\$653,430.00	\$653,430.00	\$653,430.00
Facility Rent and Utilities	\$138,612.00	\$138,612.00	\$138,612.00
Training and Conference Registration	\$37,488.00	\$37,488.00	\$37,488.00
Membership and Dues	\$216,180.00	\$216,180.00	\$216,180.00
Travel and Transportation	\$15,492.00	\$15,492.00	\$15,492.00
Grants to Individuals and Organizations	\$7,368,223.00	\$7,368,223.00	\$7,368,223.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$1,326,400.00	\$1,326,400.00	\$1,326,400.00
Other Operating Expenditures	\$608,902.00	\$608,902.00	\$608,902.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$12,966,392.00	\$12,966,392.00	\$12,966,392.00

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$1,789,135.00	\$1,789,135.00	\$1,789,135.00
Forsyth County	\$9,695.00	\$9,695.00	\$9,695.00
State of North Carolina	\$168,000.00	\$168,000.00	\$168,000.00
Federal Government	\$1,274,497.00	\$1,274,497.00	\$1,274,497.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00

Printed By: Tanya Banner on 1/19/2023

15 of 26

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$9,158,013.00	\$9,158,013.00	\$9,158,013.00
Foundation Grants	\$760,024.00	\$760,024.00	\$760,024.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$280,000.00	\$280,000.00	\$280,000.00
Total Revenues by Category	\$13,439,364.00	\$13,439,364.00	\$13,439,364.00

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		\$0.00

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
Director of Supportive Housing Coordination	\$35,000.00	\$35,000.00	CoC, Private Funds
operating costs	\$5,000.00	\$5,000.00	CoC, Private Funds
	\$40,000.00	\$40,000.00	

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.

The Director of Supportive Housing Coordination will provide the staff work to collect and monitor voucher utilization, plan and host regular case management meetings, and support case managers in the implementation of improvement strategies.

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.

Other partners in the project will provide the case management services directly to clients.

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.

This is a new request

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/regional coordinator for the CoC,

Printed By: Tanya Banner on 1/19/2023

16 of 26

including providing system coordination and fiscal management of charitable funds other than the Federal HUD grants, operating the Community Intake Center and The Forsyth Rapid Re-Housing Collaborative. 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.

There has been a lack of coordination and accountability in the PSH programs for utilization and we anticipate there will be some resistance to imposing external support and coordination for the staff involved in PSH programs.

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

Staff vacancies has been a significant issues in all of the supportive housing programs. The CoC is currently working to solicit funds to support a wage study/analysis to identify if there is a disparate wage contributing to the job dissatisfactions. In addition, the CoC is beginning to operate its training plan to develop into a trauma informed system We have seen evidence in a couple of agencies working on this training independently that it can have a positive impact on staff retention.

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:	40,000
Number proposed to be served for the year:	150
Average City funds per beneficiary:	266
Proposed funds from all sources:	8,0000
Number proposed to be served for the year:	150
Average total funds per beneficiary:	533

F. Required Documents

Completed by kathleen.wiener@uwforsyth.org on 11/15/2022 4:37 PM

Case Id: 16239

Name: United Way CoC Permanent Supportive 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_2020_complete.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 Accounting Policies & Procedures Summary Document 2008.doc

UW Anti Discrimination Policy.docx

UW Fair Housing and Non Discrimination Policy.docx

UW Personnel Policies.pdf

UW Procurement Policy.PDF

IRS 501(c)3 Designation Letter *Required

UW 501(c)3.pdf

UW 501(c)(3) explanation letter.pdf

Audited Financial statements or third-party review from 2020 and 2021 *Required

UW Audit FY 20-21 final.pdf

UW audit FY1920.final.pdf

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

***Required**

UW NCSL 11.15.21_11.15.22.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 16239
Name: United Way CoC Permanent Supportive Housing
Address: *No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 11/15/2022
10:14 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	75
31% to 50% of median	25
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

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

H. Construction/Rehab Only

Completed by kathleen.wiener@uwforyth.org on 11/15/2022
10:13 AM

Case Id: 16239

Name: United Way CoC Permanent Supportive 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
--------------	---------	-----------------	-----------	--------------

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.

***No files uploaded*

Participant/program data sample report

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

I. Emergency Shelter Only

Completed by kathleen.wiener@uwforyth.org on 11/15/2022
10:14 AM

Case Id: 16239

Name: United Way CoC Permanent Supportive 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 11/15/2022
10:14 AM

Case Id: 16239

Name: United Way CoC Permanent Supportive 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	\$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

Submit

Completed by kathleen.wiener@uwforysyth.org on 11/16/2022
11:26 AM

Case Id: 16239

Name: United Way CoC Permanent Supportive 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.

Kathleen Wiener

Electronically signed by kathleen.wiener@uwforysyth.org on 11/15/2022 4:39 PM

IDIS Setup

No data saved

Case Id: 16239

Name: United Way CoC Permanent Supportive 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