

A. Organization & Contact Information

Case Id: 16146
Name: UWFC FY 23-24 FRCC City ESG - 2023/24
Address: *No Address Assigned

Completed by kathleen.wiener@uwforysith.org on 11/14/2022 3:13 PM

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 FRCC City ESG

A.3. FY 2023-24 Funding Request Amount

\$110,000.00

A.4. Agency's Total Operating Budget

\$13,439,364.00

A.5. Mailing Address

301 N Main Street, Suite 1700 WS, NC 27101

A.6. Project/Program Location Address

301 N Main Street, Suite 1700 WS, NC 27101

A.7. Organization Website

www.forsythunitedway.org &
www.forsythendhomelessness.org

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

1974

A.9. Organization Fiscal Year

July/June

A.10. Federal Tax ID Number

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@uwforysith.org

A.14. Phone

(336) 721-7333

CONTACT

A.15. Name, Title

Andrea Kurtz, Executive Director, Strategic Housing Initiatives

A.16. Email

andrea.kurtz@uwforysith.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@uwforysyt.org on 11/14/2022 3:17 PM

Case Id: 16146

Name: UWFC FY 23-24 FRCC City ESG - 2023/24

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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 Forsyth Rapid Re-Housing Collaborative (FRRCC) currently is a partnership between United Way of Forsyth County (UWFC), Goodwill of NWNC (GW), Experiment in Self Reliance (ESR), Family Services, Inc. (FSI), Bethesda Center for the Homeless (BCH) and Positive Wellness Alliance (PWA). The goal of the program is to provide rapid re-housing services to the greatest diversity of clients across our Continuum of Care (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, supported in part by these City and State ESG funds, the FRRCC can serve any homeless household regardless of the household's demographic makeup or door of entry into homeless services.

The rapid re-housing model used in this program emphasizes Housing First. Case Managers assess the household's barriers to housing and develop a plan to secure permanent housing with the household. Once the household is in permanent housing, the case manager assists the client in developing a plan to maintain the housing for the long term.

The objective of this program is to assist homeless households to reduce the amount of time they are homeless and to provide supportive services focused on helping them stabilize their permanent housing.

United Way's role in FRRCC is to manage the combined pools of temporary financial assistance (ESG, State ESG, CoC, SSVF, some private funds), centralized housing navigation and inspection services and on-going training and support for all participating agencies.

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

Program participants will access services after they have been referred by the Community Intake Center (CIC) to a case manager at a participating agency. Once the CIC has referred a household to FRRCC the client is notified of this referral by the CIC Director and provided instructions on how to connect with their case manager.

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 to finalize the determination of eligibility.

Typically, at the first or second meeting with the case manager, the case manager and client will develop a case plan with specific goals focused on the objective of obtaining and subsequently maintaining permanent housing. Clients will be assisted in identifying a housing unit that will meet HQS inspection standards. The United Way Landlord Engagement Specialist works with community landlords/property managers and maintains a list of currently available units for which FRRCC clients may qualify.

The FRRRC has four staff members who are certified housing inspectors under the HQS standards from HUD; one of these 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. By centralizing housing inspections, there is a separation of duties from the agency providing case management and the inspection process thereby adding a level of objectivity into the inspection. In addition having a centralized inspection process allows the landlords to have one point of contact for inspections, and a consistent expectation of how inspections will be administered.

Once the household has moved in, the case manager will work with the client 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. Case managers will meet with their clients on a regular basis depending on the intensity of service need for the family.

FRRRC holds bi-weekly team meetings to review difficult cases, any changes in the program's policies and procedure, guidance from the City, State or HUD, and to discuss ways to improve housing outcomes. At these meetings they also review any requests for and extension of additional TFA or extension of time in the program to ensure that the services being offered to the client are both necessary and sufficient to meet the households needs.

Pursuant to the CoC APR from NCHMIS 78% of program participants exit the program into permanent housing. For single adults the exit rate to permanent is 59%, while for families the exit rate is 96%. Note: 9% of single adults exited to an institution, including assisted living, Jail, or psychiatric facility.

NEED (7 POINTS)

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

The FRRRC 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 FRRRC. Because of the significant rise in evictions since October 2021, we are anticipating that at least for 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 FRRRC 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 FRRRC partners and other community stakeholders to expand opportunities for short- to medium-term housing supports to help reduce the length of time people spend homeless.

** Note about unmet need and request for funds - we have requested \$110,000 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.

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 Forsyth Rapid Re-Housing Collaborative was initially 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. Over time the partnership has grown and changed pursuant to the demand and funding environments. The partnership between these agencies helps to maximize each organization's strengths and minimize the challenges of spending from a divided subsidy pool. 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.

Beginning in January of 2023, we will be on-boarding a new partner to FRRC, Imprints Cares. Imprints Cares has created a comprehensive framework of services aimed at addressing poverty through a multi-generational model through positive parenting, addressing the social drivers of health, and enhancing opportunities for children and their families to reach their full potential. Among many programs the Imprints family engagement team works with students identified by school administration as being low performing due to a number of risk factors, including housing insecurity. It is through this holistic approach we are able to support families in cultivating a nurturing home environment, build trusting relationships, and utilize evidence-based resources that equip parents to be their child's first and best teacher. Through a generous grant from the Siemer Foundation, Imprints Cares will be working with housing insecure families trying to prevent their homelessness. Where the loss of housing is unavoidable, the case manager will be trained to provide rapid re-housing services.

FRRC 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 FRRC 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@uwforysith.org on 11/14/2022 3:20 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):

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 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:

LSA- Required by HUD for the CoC to submit annually; report is created from data in the NC HMIS system and is being revised to be more detailed and population-specific

Printed By: Tanya Banner on 12/13/2022

5 of 26

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

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

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 FRRRC see trends that indicate the program is not meeting its 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
Work with families to obtain permanent housing	Case Managers Work with families to obtain permanent housing, Housing Navigators identify available housing in the community can help case managers facilitate sharing this information with clients.	180 households received RRH assistance	Work with 220 households of which 85% will move into permanent housing.	Work with 200families of which 85% will move into permanent housing.
Families will be provided temporary financial assistance, including rent, arrears, utility deposits, rent deposits.	UWFC will provide temporary financial assistance for rent, arrears, utility deposits, rent deposits.	153 households will receive temporary financial assistance	200 households will receive TFA	200 households will receive TFA that will support their successful transition into permanent housing.
Work with families in partnership with case management agencies to support households stabilizing in permanent housing.	Housing Navigation, Housing Counseling, budgeting, life skills, case management, income maintenance referrals, employment search support, TFA	Worked with 180 households of which 85% exited to permanent housing.	Work with 200 households with 85% exiting to permanent housing.	Work with 200 households with 85% exiting to permanent housing.

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	263	263
FY22-23 Current Year Projected Results	250	250
FR 23-24 Next Year Anticipated Results	250	250
FY 23-24 Next Year Anticipated Results	250	250

C.6. FY 21-22 Program Accomplishments

The last few years have been a challenging one for the FRRC program. The pandemic waivers provided a great opportunity to provide services to families for longer to ensure they had the support they needed to remain housed

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during the pandemic, however with the lifting of the eviction moratorium and the general lack of movement in the low and moderately priced rental market, the sale of many rental housing properties to non-local, corporate owners, housing was challenging to come by. In addition, the very low Fair Market Rates (FMR) for our CoC made it extremely challenging to find housing which was affordable within the program guidelines. (Note: Winston-Salem has one of the top ten fastest rising rent rates of US Cities). One significant accomplishment, based on the advocacy of representatives of our CoC as well as many others from across the US, was a change in the calculation of the FMRs. Resulting in a significant change in FMR values, which directly increased the amount of rent program participants were allowed to pay and consequently opened up more housing options for program participants beginning in October 2022. The impact of these market forces can be seen in our program outcomes. While 78% of program participants were able to exit to permanent housing, their average length of time in the program from start date to move in increased from 102 days in FY21 to 137 days in FY22. We are hopeful that with the new FMR's we will see a significant drop in this metric.

The FRRRC housing navigators did help many landlords who had over the years taken many supportive housing tenants navigate supporting their tenants apply for ERAP funds. This courtesy helped several property owners both recoup lost rents from the moratorium but also to understand part of the benefits of working with FRRRC, and helped retain them as program partners.

C.7. FY 22-23 Key Objectives

Improve exits to permanent housing and decrease the length of time from program entry to housing move-in date.

D. Organizational Capacity

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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.

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

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. 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 prior to the pandemic 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
Director of Rapid Re-housing	Coordinate case management meetings, provide on going training, coordination of services across the programs, TFA management oversight	40	50.00 %
Director of Housing Services	Supports management of TFA, supports and directs housing inspections and navigation including landlord support and engagement.	40	50.00 %
Housing Navigator	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	50.00 %
Housing Inspector	Provides pre-lease signing HQS inspections for housing quality.	20	50.00 %
Executive Director, Strategic Housing Initiatives	implementation, oversight and management of all homeless services.	40	10.00 %
Grants Manager	Provides accounting services, manages all TFA expenditures including fund disbursement.	40	10.00 %

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, Ph.D.	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 %
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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. 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	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

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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 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

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Address: *No Address Assigned

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	\$10,826,077.00	\$10,826,077.00	\$10,826,077.00
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	\$12,966,392.00	\$12,966,392.00	\$12,966,392.00

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	\$2,604,665.00	\$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	\$12,969,392.00	\$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

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14 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
2022	CoC, CV, CDBG, ESG	\$1,789,135.00
2021	CoC, CV, CDBG, ESG	\$3,252,968.00
2020	CoC, CDBG, ESG	\$3,252,968.00
2019	CoC, CDBG, ESG	\$934,000.00
2018	CoC, CDBG, ESG	\$889,600.00

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 & Inspection Services	\$30,000.00	\$130,000.00	CoC, State ESG, UWFC, Private, SSVF
TFA Management	\$10,000.00	\$60,000.00	CoC, State ESG, UWFC, Private, SSVF
Temporary Financial Assistance	\$65,000.00	\$500,000.00	CoC, State ESG, UWFC, Private, SSVF
Operating Costs: supplies for inspection kits mileage, office supplies, telephones, space costs etc.	\$5,000.00	\$20,000.00	
	\$110,000.00	\$710,000.00	

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 Landlord Engagement Specialist/Housing Navigator works with all Case Managers in the Forsyth Rapid Re-Housing Collaborative to identify available units and the criteria for rental. She shares this list weekly with case managers to help with client housing searches. Once housing is identified, prior to signing a lease, the Housing Inspector will visit the unit to ensure that it passes an HQS inspection.

The Temporary Financial Assistance (TFA) is used to support the client's move to and stabilization in permanent housing. ESG funds are used to pay utilities, rent, Rental application fees, Security deposits (up to 2 months), Last month's rent, Utility deposits and payments (up to 24 months, including up to 6 months for payments in arrears) and moving cost. CoC funds are used to pay: Security deposits (up to 2 months), First and last month's rent, Property damage, Supportive services, Food, Housing search and counseling services, payment of rental application fee, Moving costs, Transportation and Utility deposits.

The Director of Housing Services oversees inspections, housing navigation services, and TFA disbursement.

The Director of FRRC provides training, guidance, support, TFA management to all of the FRRC case managers.

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.

FRRC is a collaborative program. UWFC provides management of the Temporary Financial Assistance for the program, as well as housing navigation and inspections. In addition, UWFC provides training, support and technical assistance to ensure, that across all agencies, clients are able to receive the best and most consistent services and that all FRRC staff have training, support, and guidance consistent with the CoC's FRRC policies. Experiment in Self Reliance, Bethesda Center for the Homeless, Family Services, and Positive Wellness Alliance all provide case management services that support clients in moving into housing and addressing those changes necessary to help them achieve housing stability.

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.

While we are aware we are likely to get relatively flat funding from year to year, we are asking for \$110,000 which would allow us to maximize the amount of temporary financial assistance and households we can provide assistance to moving out of homelessness. We use ESG funds to cover Application Fees, Security Deposits, Utility Deposits, moving costs and utilities. The more funds we have for TFA the more households we can assist

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 anticipate barriers to implementation. However, unless our community as a whole begin to address the affordable housing crisis which we will not be able to obtain our performance targets and the clients we serve are being squeezed out of the rental markets.

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

Staff vacancies have been a significant challenge since the on-set of the pandemic. UWFC and the CoC are working together to identify strategies for staff retention. The biggest collective project we are working on is requesting a compensation analysis and a plan to improve compensation for key staff positions such as case managers.

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:	110,000
Number proposed to be served for the year:	200
Average City funds per beneficiary:	550
Proposed funds from all sources:	82,0000
Number proposed to be served for the year:	200
Average total funds per beneficiary:	4,100

F. Required Documents

Case Id: 16146

Name: UWFC FY 23-24 FRCC City ESG - 2023/24

Address: *No Address Assigned

Completed by kathleen.wiener@uwforysyth.org on 10/31/2022 3:35 PM

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 Anti Discrimination Policy.docx

UW Accounting Policies & Procedures Summary Document 2008.doc

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 explanation letter.pdf

UW 501(c)3.pdf

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

UW audit FY1920.final.pdf

UW Audit FY 20-21 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: 16146

Name: UWFC FY 23-24 FRCC City ESG - 2023/24

Address: *No Address Assigned

Completed by kathleen.wiener@uwforysith.org on 10/31/2022 3:35 PM

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@uwforysyth.org on 10/31/2022 3:35 PM

Case Id: 16146

Name: UWFC FY 23-24 FRCC City ESG - 2023/24

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.

***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

Case Id: 16146

Name: UWFC FY 23-24 FRCC City ESG - 2023/24

Address: *No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 10/31/2022 3:35 PM

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 11/14/2022 3:23 PM

Case Id: 16146

Name: UWFC FY 23-24 FRCC City ESG - 2023/24

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	\$15,000.00
Rental Application Fees	\$2,500.00
Security Deposits	\$5,000.00
Last Month's Rent	\$5,000.00
Utility Deposits	\$5,000.00
Utility Payments	\$20,000.00
Moving Cost Assistance	\$10,000.00
Overhead Costs (limited to 15% of total activity request)	\$2,500.00

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$30,000.00
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)	\$2,500.00
Information and Referral	\$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 9:55 AM

Case Id: 16146

Name: UWFC FY 23-24 FRCC City ESG - 2023/24

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 11/16/2022 9:55 AM

IDIS Setup

No data saved

Case Id: 16146

Name: UWFC FY 23-24 FRCC City ESG - 2023/24

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