

## A. Organization & Contact Information

Completed by kathleen.wiener@uwforysyth.org on 11/21/2019 8:22 AM

**Case Id:** 10677  
**Name:** 2020 UWFC System Coordination - 2020/21  
**Address:** \*No Address Assigned

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### A. Organization & Contact Information

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

#### A.1. Organization Name

United Way of Forsyth County, Inc.

#### A.2. Project/Program

CoC System Coordination

#### A.3. FY 2020-21 Funding Request Amount

\$30,000.00

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

\$16,441,501.00

#### 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

#### 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

Cynthia S. Gordineer

##### A.13. Email

cindy.gordineer@uwforysyth.org

##### A.14. Phone

(336) 721-9333

#### CONTACT

##### A.15. Name, Title

Andrea Kurtz, Senior Director Housing Strategies

##### A.16. Email

andrea.kurtz@uwforysyth.org

##### A.17. Phone

(336) 721-9373

#### BOARD CHAIR

##### A.18. Name

John Fox

##### A.19. Term Expiration

12/01/2019

##### A.20. Email

jfox@teamlogicit.com

##### A.21. Phone

(336) 793-8555

## B. Project Overview

Completed by kathleen.wiener@uwforyth.org on 11/13/2019 4:15 PM

**Case Id:** 10677

**Name:** 2020 UWFC System Coordination - 2020/21

**Address:** \*No Address Assigned

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### B. Project Overview

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Please provide the following information

#### APPROACH (7 POINTS)

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

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

The goals of this program for 2020/21 are:

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

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

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

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

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

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

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

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

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

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

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

**B.3. How many participants on average will be served at any one time? What is the maximum number that can be served at any one time? What is the unduplicated total number of participants to be served during the program year?**

The CoC membership is open to any organization or individual wanting to be a part of the planning process to improve services to the homeless. There is no maximum limit on membership. Currently there are over 150 individual members of the CoC representing over 40 organizations.

**NEED (7 POINTS)**

**B.4. Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.**

In 2018, 1,551 people received shelter/outreach services from homeless service providers in Forsyth County. On any given night there are about 500 people experiencing homelessness in our community.

Approximately 1,200 people experienced homelessness as a single adult and 430 people experienced homelessness as a part of a family.

Of the people seeking homeless services, about 58% identify as Black and 33% identify as White.

44% of people report having a disability.

52% report no income at time of entry to the program.

20% report income under \$1,000 per month.

4% report an income of \$2,000 or more per month.

20% of people report receiving Social Security benefits either SSI or SSDI.

33% of people in a shelter or outreach program exited to permanent housing. An additional 16% of people left to live with family/friends, but were not sure the situation could be long term.

Currently on the BNL there are 19 people known to be Chronically Homeless and 18 people on the not BNL (meaning they are engaged with a street outreach program but are not consenting to any services). Some of these individuals on the not BNL are chronically homeless, others are not.

**B.5. Describe the unmet need that the proposed project/program seeks to address. Why does the population described above need the proposed assistance? Include data supporting the need.**

While many people are able to resolve their housing crisis with only the support of an emergency shelter stay, many who experience homelessness need more support in order to resolve their housing crisis. When a person experiencing

homelessness has needs beyond which can be met by an emergency shelter stay, the inter-system challenges can be impossible to navigate. For instance, a person who has significant health care needs and is homeless may have challenges navigating homeless services because of their health issues and health care systems because of their housing status. This project focuses on supporting all members of the CoC to align their services and their outcomes with the larger goal of making homelessness rare, brief and non-recurring and in helping minimize the challenges people experiencing homelessness face when they are navigating both the homeless service system and other systems of care in our community.

As of November 8, 2019, there were approximately 540 people on the By- Name List (BNL), 19 of whom are chronically homeless. There are approximately 18 people who are living on the streets who have only a limited engagement with street outreach services. The BNL helps us keep track of people experiencing homelessness who are in need of additional services beyond emergency shelter to end their homelessness. In Forsyth County in 2018, 1,551 people received emergency shelter services. The average length of time people spent in emergency shelters was 43 days. This represents an 18 day decrease over 2017 (LOS and Time to Housing for NC 500 ES Providers, 1/1/2018 to 1/1/2019). 60% of people entering homeless shelters exited in under 30 days (entry/exit report, NC 500 ES for 1/1/2018 to 12/31/2018). Only about 30% leave to permanent housing (positive known destination). This still leaves a significant number of people struggling to find permanent housing.

Another challenge our system is experiencing is people who are matched to supportive housing programs are experiencing an average time from program match to housed date of over 4 months. This delay in access to housing, even when matched to a housing voucher is in part due to challenges in connecting people to mainstream services for key supportive services such as mental health care, but also is a symptom of the severe shortage of housing units which are affordable at Fair Market Rent, accept vouchers or subsidies and can pass HQS inspection standards.

## **COLLABORATION (6 POINTS)**

### **B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?**

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

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

## C. Strategy and Performance

Completed by [andrea.kurtz@uwforyth.org](mailto:andrea.kurtz@uwforyth.org) on 11/11/2019 7:53 PM

Case Id: 10677

Name: 2020 UWFC System Coordination - 2020/21

Address: \*No Address Assigned

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### C. Strategy and Performance

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Please provide the following information

#### STRATEGY (5 POINTS)

**C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document 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. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if original goals provided in C.5. are not achieved.**

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

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

The goals of the WSFC CoC, such as ending chronic homelessness and reducing our average length of stay is both measurable and attainable. Members of the CoC recognize they are long term and challenging goals. We measure



Performance measures can be quantitative and/or narrative.

- Include at least three goals and performance measures.

- One of the performance measures must include the unduplicated number of participants served.

Stated Program Goals	Program Activities in Support of Goals	FY 18-19 Previous Year Results	FY 19-20 Current Year Projected Results	FY 20-21 Next Year Anticipated Results
Maintain a strong engaged System of Governance for the CoC	Regular public Meetings of the Commission on Ending Homelessness	9 meetings of the Commission on Ending Homelessness were held.	9 meetings of the Commission on Ending Homelessness will be held,	10 meetings of the Commission on Ending Homelessness will be held.
Maintain a strong engaged System of Governance for the CoC	Monthly Operating Cabinet Meetings will be held.	12 meetings of the Operating Cabinet were held.	11 meetings of the Operating Cabinet will be held (one was canceled because of conflict with National Alliance Conference)	12 meetings of the Operating Cabinet will held.
Maintain a strong engaged System of Governance for the CoC	Regular open Full Council Meetings will be held (separated from other meetings of the CoC)	6 meetings were held in conjunction with operating cabinet meetings.	1 meeting was held in conjunction with OC, and 4 will be held independently of the OC.	4-6 Full Council meetings will be held.
Support CoC System performance improvement	Hold monthly Action Camp meetings to provide training, and on-going continuous quality improvement work for CoC participants.	10 Action Camps were held	10 Action Camps will be held. One month was canceled for training hosted by the CoC and one month was a special listening session to improve transition from outreach to supportive housing.	10 Action Camps will be help.
Conduct January PIT Count	Coordinate with City staff to collect data on people staying in homeless shelters, and conducting a street count of people sleeping on the streets the last Wednesday of January.	Recruited and trained over 75 volunteers to canvas Forsyth County from 9 pm to 4 am.	Recruit and train over 75 volunteers to canvas Forsyth County from 9 pm to 4 am.	Recruit and train over 75 volunteers to canvas Forsyth County from 9 pm to 4 am.
BNL will document less than 3 chronically homeless	Continue to improve access to housing, and system coordination and to	11 Chronically Homeless people were on the BNL.	BNL is currently documenting 19 CH people 12 of whom are matched to	We will reach functional zero!

people in the homeless service system (this excludes people actively participating in a transitional housing program).	expand supportive housing options for both the chronically homeless and highly vulnerable homeless people.		permanent housing but can not find a unit.	
Support WSFC CoC in achieving strategic goals of reducing the length of stay to less than 30 days, and reducing new episodes of homelessness	Continue to improve access to housing, and system coordination and to expand supportive housing options for both the chronically homeless and highly vulnerable homeless people.			

**C.6. FY 18-19 Program Accomplishments**

In the FY18/19 program year the Housing Matters team worked in partnership with Wake Forest Health and City with Dwellings to begin the new joint component program HEARRT focused on serving street homeless people and moving them directly into housing. The program currently has 3 residents who were all moved directly into housing from the streets. The HEARRT program adds a new low barrier, housing first strategy focused on serving people for whom the traditional homeless services are not effective.

The Housing Matters team has also been working with the CoC to identify strategies to decrease the system length of stay and the number of chronically homeless people. While for most of FYI 18/19 the number of chronically homeless people was 11, we have seen this number rise because of a number of factors including the closing of the Salvation Army rapid re-housing program, the delay in on-boarding the new PSH case managers, and a significant tightening of the affordable housing market.

In the Spring of 2019 WSFC CoC was recognized by Built for Zero for the significant work we have done in reducing the number of chronically homeless people in our community.

During FY 18/19 the Salvation Army began a diversion program in the family shelter. The SSVF program began implementing a rapid resolution strategy. Both of these pilot programs will form the basis of the expansion of diversion services for our CoC.

**C.7. FY 20-21 Key Objectives**

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



## D. Organizational Capacity

Completed by kathleen.wiener@uwforyth.org on 11/21/2019 9:48 AM

Case Id: 10677

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Address: \*No Address Assigned

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### D. Organizational Capacity

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Please provide the following information

#### MISSION (5 POINTS)

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

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

The major projects of UWFC:

- Community investments in the areas of Education, Health, Income and Basic Needs
- Housing Matters, coordination and backbone support to the WSFC CoC
- The Forsyth Promise, cradle to career education network
- Place Matters, strategic investment in 13 neighborhoods to help develop thriving neighborhoods
- Partnership for Prosperity, community based initiative to address poverty in Forsyth County

UWFC's community investments provide over \$12,000,000 to programs across Forsyth County that serve citizens of our community with a wide range of human services. Our investments focus on the areas of Education, Health, Income and Basic Needs. 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 has support of the work of the Ten Year Plan to End Chronic Homelessness and now Housing Matters, demonstrates the power of organizing and coordinating services to leverage the power of many organizations working together to solve seemingly unsolvable problems, such as homelessness. Since UWFC began work with the WSFC CoC, chronic homelessness has decreased over 90%.

#### FUNCTION (5 POINTS)

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

over 94 years

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

For over 94 years UWFC and its pre-cursor 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 Education, Health, Income and Basic Needs. 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 back bone support and leadership to the Winston-Salem/Forsyth County Continuum of Care (WSFC CoC) and supporting the work of our CoC to support Forsyth County's efforts to be a housing first community, ending chronic homelessness, and working to develop a system of care so any resident of our community who becomes homeless can be re-housed in under 30 days.

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

**STRUCTURE (5 POINTS)**

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Senior Director, Housing Strategies	<ul style="list-style-type: none"> <li>*Monthly meetings with Commission on Ending Homelessness (COEH)</li> <li>*Monthly Meetings with WSFC Continuum of Care (WSFC CoC)</li> <li>*Daily supervision of Community Intake Center, Forsyth County Rapid Re-housing Collaborative, and other key projects of the CoC</li> <li>*Monthly maintenance of the CoC website.</li> <li>*Primary driver supporting community's work and project coordination for Built for Zero, focus on ending chronic homelessness</li> <li>*Educate Community about needs and successes for ending homelessness</li> <li>*Weekly meetings with key stakeholders to help advance the mission of the WSFC CoC</li> </ul>	40	100.00 %
Administrative Assistant/Grants and Project Manager	<ul style="list-style-type: none"> <li>*Attend monthly Commission on Ending Homelessness, CoC, and case management meetings to provide administrative support, including the taking of minutes</li> <li>*Organize meeting logistics</li> <li>*Support grant and project reporting</li> <li>*Organize PIT count for street count</li> </ul>	40	50.00 %

**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
Cindy Gordineer	President and CEO	\$211,951.00	0.00 %
Barry Leonard	Chief Financial Officer	\$152,000.00	0.00 %
Debbie Wilson	Chief Impact Officer	\$113,324.00	0.00 %
Mark Uren	Vice President of Resource Development	\$121,072.00	0.00 %
Kim Thore	Chief Marketing Officer	\$91,072.00	0.00 %
Bret Marchant	Senior Director of Research and Data Analytics	\$63,873.00	0.00 %

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

**Organizational Chart \*Required**

June 2019 Organizational Flow Chart.docx

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

**Describe the hiring process and how it is structured to provide the most diverse candidate pool.**

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

**Please enter the total number of Full-Time Positions and Employees you have in the table below**

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	2	1		2	1	
Professionals	2	2		10	5	1
Technicians						
Office/Clerical	2		1	8	8	
Laborers/Service Workers						

**Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below**

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians						
Office/Clerical		1				

Laborers/Service Workers						

**D.8.**

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

UW 2019 BOD.PDF

**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. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."**

The program is currently in operation. Funding will allow the program to continue without interruptions.

**D.12. How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?**

Membership in the CoC is free and open to anyone interested in supporting community level work of ending homelessness. UWFC staff in partnership with the Chair of the Operating Cabinet, staff from the City of Winston-Salem, and other members of the CoC actively work to recruit new members. We maintain a website for people to learn about our work and offer membership applications, annually the CoC advertises locally for new members.

## E. Cost Effectiveness

Case Id: 10677

Name: 2020 UWFC System Coordination - 2020/21

Completed by kathleen.wiener@uwforyth.org on 11/21/2019 8:27 AM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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Please provide the following information

#### BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$14,304,106.00	\$14,304,106.00	\$14,304,106.00
Fundraising	\$657,660.00	\$657,660.00	\$657,660.00
Management and General	\$1,479,735.00	\$1,479,735.00	\$1,479,735.00
	<b>\$16,441,501.00</b>	<b>\$16,441,501.00</b>	<b>\$16,441,501.00</b>

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$2,725,641.00	\$2,725,641.00	\$2,725,641.00
Employee Benefits	\$681,572.00	\$681,572.00	\$681,572.00
Facility Rent and Utilities	\$172,999.00	\$172,999.00	\$172,999.00
Training and Conference Registration	\$77,800.00	\$77,800.00	\$77,800.00
Membership and Dues	\$239,878.00	\$239,878.00	\$239,878.00
Travel and Transportation	\$31,640.00	\$31,640.00	\$31,640.00
Grants to Individuals and Organizations	\$9,909,495.00	\$9,909,495.00	\$9,909,495.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$1,297,428.00	\$1,297,428.00	\$1,297,428.00
Other Operating Expenditures	\$1,305,048.00	\$1,305,048.00	\$1,305,048.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	<b>\$16,441,501.00</b>	<b>\$16,441,501.00</b>	<b>\$16,441,501.00</b>

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$889,600.00	\$889,600.00	\$889,600.00
Forsyth County	\$7,500.00	\$7,500.00	\$7,500.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$842,603.00	\$842,603.00	\$842,603.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00
Memberships	\$0.00	\$0.00	\$0.00

Donations	\$12,500,000.00	\$12,500,000.00	\$12,500,000.00
Foundation Grants	\$1,564,534.00	\$1,564,534.00	\$1,564,534.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$1,291,781.00	\$1,291,781.00	\$1,291,781.00
	<b>\$17,096,018.00</b>	<b>\$17,096,018.00</b>	<b>\$17,096,018.00</b>

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

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
2019	CDBG	\$0.00
2018	CDBG	\$30,400.00
2017	CDBG	\$26,700.00
2016	CDBG	\$26,700.00
2015	CDBG	\$20,750.00

E.3. Please complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Support of CoC Strategic Goals	\$35,000.00	\$110,000.00	Forsyth County, KBR, UWFC, WSF
	<b>\$35,000.00</b>	<b>\$110,000.00</b>	

E.4. 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 year's request is the same.

#### SUSTAINABILITY (7 POINTS)

E.5. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

UWFC is committed to fulfilling its commitment to being the backbone organization for the CoC, providing system coordination and fiscal management of charitable funds other than the Federal HUD grants. It is anticipated all current funding specifically for this work, including City funding will continue to support the work of the new CoC strategic plan. The staff from the City of Winston-Salem and UWFC have begun conversations with all funders about the transition from the Ten Year Plan to End Chronic Homelessness to the system coordination role. While there is no guarantee of funding, the conversations have been positive.

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

**BARRIERS (3 POINTS)**

**E.6. Describe any potential barriers to the project implementation and how you plan to overcome them.**

The WSFC CoC has made remarkable progress on its strategic goals of ending chronic homelessness and improving the system of care for all people facing a housing crisis. Over the last 10 years, Winston-Salem has experienced a fairly soft rental market which has allowed housing programs serving people experiencing homelessness the opportunity to work with landlords to accept tenants they might not otherwise have accepted. However, over approximately the last 24 months, the rental market in Forsyth County has gotten much tighter and we are struggling to even find units for tenants who have housing vouchers. We are working with partners across the City to increase the stock of available, affordable rental units to people at or below 50% of AMI, as well as developing an incentive program for landlords who are willing to rent to clients who have a history of homelessness. It is important that the City and County become more assertive in their expectations of rental property developers to invest in the supply of units available to people at or below 50% of AMI otherwise the gains we have made towards ending homelessness will be lost.

**AVERAGE COST (5 POINTS)**

**E.7. 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:	35,000
Number proposed to be served for the year:	1,700
Average City funds per beneficiary:	20.59
Proposed funds from all sources:	145,000
Number proposed to be served for the year:	1,700
Average total funds per beneficiary:	85.29

## F. Required Documents

Completed by kathleen.wiener@uwforyth.org on 11/13/2019 4:40 PM

Case Id: 10677

Name: 2020 UWFC System Coordination - 2020/21

Address: \*No Address Assigned

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## F. Required Documents

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Please provide the following information

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### Documentation

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

UW Code of Ethics.pdf

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

UW 990 FY1718.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 Personnel Policies.pdf

UW Financial Procedures.pdf

UW Procurement Policy.PDF

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

UW 501(c)3.pdf

**Audited financial statements or a third-party review** \*Required

UW Audit FY1718 Final.pdf

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

\*Required

UW Solicitation License 11.15.18-11.15.19.pdf

**Other**

FY 21 UW CoC Cont. Funding Review.docx

## G. Community Development Only

Completed by kathleen.wiener@uwforyth.org on 11/13/2019 4:43 PM

Case Id: 10677

Name: 2020 UWFC System Coordination - 2020/21

Address: \*No Address Assigned

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### G. Community Development Only

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

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

**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.**

Ranges of Income	# to be served
0 to 30% of median	1,275
31% to 50% of median	725
51% to 80% of median	0
Greater than 80% of median	0

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

Any organization or individual in the community interested in the working of the community, plans to serve people who are homeless and to end homelessness are eligible to participate in the CoC. Part of our work in supporting the CoC is to support the Homeless Caucus which is a working group of people who have/are experienced/ing homelessness.

Any person in Forsyth County experiencing homelessness is eligible for emergency shelter programs and street outreach programs. Other programs such as our permanent supportive housing programs, and rapid re-housing programs have income eligibility requirements. For these programs, client income/household income is verified by program staff prior to program admission. Some programs that have income limits, are limited to serving people at or below 50% or 30% of AMI.

**3. Explain how services will assist participants in reaching objectives of the proposed project/program. Describe the policies or procedures for follow-up after participants leave the proposed project/program.**

The support provided by UWFC to the WSFC Continuum of Care is a key component of the CoC meeting its strategic goals for ending homelessness and it is a critical component of performance for the HUD funds received by the City of Winston-Salem including CoC funds and ESG funds. UWFC supports this work by working with all CoC members to support and align their work with the community's goals for ending homelessness and improving services to all people experiencing a housing crisis.

## H. Construction/Rehab Only

Completed by kathleen.wiener@uwforyth.org on 11/13/2019 4:43 PM

Case Id: 10677

Name: 2020 UWFC System Coordination - 2020/21

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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

1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.
2. Provide a projected timeline for the proposed work.
3. Describe how the project will be managed, including the contractor procurement process.
4. Describe the target market, including any special populations to be served.
5. Describe the services or program you plan to provide.
6. Describe the property management plan.
7. List the development team members.
8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.
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	Govmt Funding
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### Documentation

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

\*\*No files uploaded

Printed By: Hope Ann Walsch on 1/24/2020

**Development costs 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*

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

*\*\*No files uploaded*

**Operating Budget**

*\*\*No files uploaded*

**Form 990**

*\*\*No files uploaded*

# I. Emergency Shelter Only

Completed by kathleen.wiener@uwforyth.org on 11/13/2019 4:43 PM

Case Id: 10677

Name: 2020 UWFC System Coordination - 2020/21

Address: \*No Address Assigned

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## I. Emergency Shelter Only

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

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

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

### Emergency Shelter: Essential Services

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

### 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
	<b>\$0.00</b>

## J. Rapid Rehousing and HMIS Only

Completed by kathleen.wiener@uwforyth.org on 11/13/2019 4:43 PM

Case Id: 10677

Name: 2020 UWFC System Coordination - 2020/21

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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

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

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

#### Rapid Rehousing Financial Assistance

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

#### Rapid Rehousing Services

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

#### HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	<b>\$0.00</b>	<b>\$0.00</b>

## Submit

Completed by kathleen.wiener@uwforysyth.org on 11/21/2019 9:48 AM

**Case Id:** 10677

**Name:** 2020 UWFC System Coordination - 2020/21

**Address:** \*No Address Assigned

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## Submit

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

Andrea Kurtz

Electronically signed by kathleen.wiener@uwforysyth.org on 11/21/2019 9:48 AM