

monthly action camp meeting to identify and address challenges to meeting our goals.

Transparency is important to our progress as a system of service providers. As a part of our evaluation of our progress we review key metrics annually with our governing board and with our Operating Cabinet. We also post information about our progress on the CoC's website, www.forsythendhomelessness.org.

C.4. 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 data base to track data and information on the success of our programs across the CoC. In addition, we work with staff from agencies across the CoC to individually track key data which will help them evaluate their effectiveness in helping people get housed.

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

Annual Reports:

AHAR, required by HUD for the CoC to submit annually. Report is created from data in the NC HMIS system, this report is being revised to be more detailed and population specific.

APR: required by HUD for all CoC funded programs. Report is created from data in the NC HMIS system.

PIT Count: UWFC organizes a street count which 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. We also elect to do a July count, which we use for planning and projection purposes only.

Monthly Reports:

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

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

Quarterly Reports:

Quarterly Performance Report for State ESG funded programs.

Other Reports:

Discharge Destination
Length of State & Recidivism
Demographics Report

C.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.

- 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
90% of Persons served remain in permanent housing or exit to permanent housing (subsidized or un-subsidized) during the operating year.	State ESG case manager shall support 20 participants in setting housing stability goals and in making progress towards their goals	160 households were supported with financial assistance through State ESG to enter and maintain housing stability (Note, the State changed its rule on matching funds, and now no longer allows cases with State ESG funds to have any other source of HUD funds including CoC)	24 households will be served by State ESG case manager and receive temporary financial assistance.	24 households will be served through State ESG case management and receive temporary financial assistance.
Case Manager will work with families to identify and move into Permanent Housing.	Case Manager will work with family to set personal goals to support housing identification and budgeting plan to maintain housing once program is complete.	Work with 24 households to obtain housing.	95% of households will enter permanent housing.	95% of households will enter permanent housing.
Case Manager will work with household to maintain housing successfully after program exit.	Case Manager will work with client on accessing mainstream services, budgeting and income plans.	Case Manager will work with 24 families, 22 of whom will be permanently housed at exit.	Case Manager will work with 24 families and will have a less than 10% return to homelessness at the 1 year mark.	Case Manager will work with 24 households who will have a less than 10% return rate at the 2 year mark.

C.6. FY 18-19 Program Accomplishments

Of the 7 people who exited this program during the year, 86% (6 households) exited to permanent housing.

C.7. FY 20-21 Key Objectives

Maintain successful outcomes including exits to permanent housing.

Decrease the length of time it takes program participants to find permanent housing.

D. Organizational Capacity

Case Id: 10678

Name: 2020 UWFC FRRRC State ESG - 2020/21

Address: *No Address Assigned

Completed by kathleen.wiener@uwforysyth.org on 11/21/2019 9:49 AM

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:

- 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	Weekly meetings with Program Director.	40	0.00 %
Goodwill CaseManager	Weekly meetings with clients in the RRH program to support clients in setting goals and succeed at achieving their housing stability goals. NOTE: This position is funded by a separate grant to the City through Goodwill.	40	0.00 %
Director of FRRC	Daily meetings with Case Managers from across the partnership; Training and support of Case Managers; Bi-Monthly Case Management meetings; Review and manage Temporary Financial Assistance funds (TFA)	40	0.00 %
Housing Navigator	Identify and engage new landlords/property managers; Unit Inspections This position was previously funded by State ESG. If the State will consider an increase in funds over the current amount we would like them to be applied to this position.	20	50.00 %
Director of Housing	Review and Manage TFA; Identify and recruit new landlords; Supervise Housing Inspector and Landlord Engagement Specialist	40	0.00 %

D.5. List all executive staff and their compensation (other than per diem).

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Cynthia S. Gordineer	President and CEO	\$211,951.00	0.00 %
Barry T. Leonard	Chief Finance Officer	\$152,000.00	0.00 %
Debbie Wilson	Chief Impact Officer	\$113,324.00	0.00 %
Mark Uren	VP 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."

This project is currently in operation.

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?

Given the significant demand for Rapid Re-Housing Services, which significantly out numbers the capacity of the program to serve, the FRRRC works with the Community Intake Center to identify eligible households based on an agreed upon prioritization plan which targets supportive housing services based on a clients vulnerabilities. By working with the CIC to fill all program vacancies, the FRRRC is ensuring fair and equal access to the program for all people.

E. Cost Effectiveness

Case Id: 10678

Name: 2020 UWFC FRRRC State ESG - 2020/21

Completed by kathleen.wiener@uwforyth.org on 11/21/2019 8:31 AM

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 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
	\$16,441,501.00	\$16,441,501.00	\$16,441,501.00

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
	\$16,441,501.00	\$16,441,501.00	\$16,441,501.00

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

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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
	\$17,096,018.00	\$17,096,018.00	\$17,096,018.00

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	State ESG	\$24,000.00
2018	State ESG	\$51,941.00
2017	State ESG	\$10,171.00
2016	State ESG	\$29,044.00
2015	State ESG	\$111,966.00

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
TFA	\$30,000.00	\$0.00	
Housing Navigation	\$30,000.00	\$30,000.00	SSVF, CoC
	\$60,000.00	\$30,000.00	

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.

We typically ask for \$100,000. If we were awarded this amount, we would be able to serve more households and expand our efforts to support housing navigation. This year we are asking only for the TFA we need to support the 20 households and the restoration of our housing navigation funds. If we are not awarded the full \$60,000 request, we will fully fund the TFA before using funds for housing navigation.

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 expects all current funding for the FRRRC and RRH will continue indefinitely. UWFC understands it may not continue and any reduction in the current Federal/State/Local commitment to funding either the FRRRC or RRH would result in a reduction of services. As these programs grow, additional needs for funding 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.

We do not see any current barriers to project implementation.

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:	30,000
Number proposed to be served for the year:	20
Average City funds per beneficiary:	1,500
Proposed funds from all sources:	90,000
Number proposed to be served for the year:	20
Average total funds per beneficiary:	4,500

F. Required Documents

Case Id: 10678

Name: 2020 UWFC FRRRC State ESG - 2020/21

Address: *No Address Assigned

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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 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

***No files uploaded*

G. Community Development Only

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Case Id: 10678

Name: 2020 UWFC FRRRC State ESG - 2020/21

Address: *No Address Assigned

G. Community Development 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."

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	0
31% to 50% of median	0
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

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.

H. Construction/Rehab Only

Case Id: 10678

Name: 2020 UWFC FRRRC State ESG - 2020/21

Address: *No Address Assigned

Completed by kathleen.wiener@uwforysyt.org on 11/15/2019 9:25 AM

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."

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

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

**No files uploaded

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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 11/15/2019 9:25 AM

Case Id: 10678

Name: 2020 UWFC FRRRC State ESG - 2020/21

Address: *No Address Assigned

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by kathleen.wiener@uwforyth.org on 11/15/2019 9:25 AM

Case Id: 10678

Name: 2020 UWFC FRRRC State ESG - 2020/21

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$6,000.00
Rental Application Fees	\$400.00
Security Deposits	\$10,000.00
Last Month's Rent	\$0.00
Utility Deposits	\$5,000.00
Utility Payments	\$5,000.00
Moving Cost Assistance	\$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	\$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)	\$0.00
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 11/21/2019 9:49 AM

Case Id: 10678

Name: 2020 UWFC FRRRC State ESG - 2020/21

Address: *No Address Assigned

Submit

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

Andrea Kurtz

Electronically signed by kathleen.wiener@uwforysyth.org on 11/21/2019 9:49 AM