

A. Organization & Contact Information

Case Id: 11082
Name: United Way of Forsyth County CIC CDBG -
Address: *No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 11/19/2020 8:01 AM

A. Organization & Contact Information

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

A.1. Organization Name

United Way of Forsyth County

A.2. Project/Program

CIC CDBG

A.3. FY 2021-22 Funding Request Amount

\$30,400.00

A.4. Agency's Total Operating Budget

\$14,849,154.00

A.5. Mailing Address

301 N. Street Suite 1700 Winston-Salem, NC 27101

A.6. Project/Program Location Address

301 N Main Street Suite 1700 Winston-Salem, NC 27101

A.7. Organization Website

www.forsythunitedway.org &
www.forsythendhomelessness.org

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

1974

A.9. Organization Fiscal Year

July/June

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Cynthia S. Gordineer, President & CEO

A.13. Email

cindy.gordineer@uwforyth.org

A.14. Phone

(336) 721-9333

CONTACT

A.15. Name, Title

Andrea Kurtz, Senior Director Housing Strategies

A.16. Email

andrea.kurtz@uwforyth.org

A.17. Phone

(336) 577-6826

BOARD CHAIR

A.18. Name

Catrina Thompson

A.19. Term Expiration

12/31/2022

A.20. Email

cthompson@wspd.org

A.21. Phone

(336) 403-4136

B. Project Overview

Completed by kathleen.wiener@uwforysyt.org on 11/16/2020 9:26 AM

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Name: United Way of Forsyth County CIC CDBG -

Address: *No Address Assigned

B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

The Community Intake Center (CIC) is a collaborative project of the Winston-Salem/Forsyth County Continuum of Care (WSFC CoC). It was developed in 2012 by the WSFC CoC as part of its obligations to the Department of Housing and Urban Development's funding of the Continuum of Care for homeless services.

The CIC Director is a critical member of the CIC staff. This team member is responsible for ensuring all people being served by the homeless services system are able to connect to an access point (shelter or outreach services) in order to be assessed for supportive housing programs. The CIC Director is primarily responsible for managing the By-Name List (BNL) and the Not-BNL of people known to be homeless but who are not consenting to participate in services. The BNL and Not-BNL are the prioritization source for matching people experiencing homelessness to supportive services to assist them in obtaining housing.

The goal of the CIC is to connect the right level of resources to end their homelessness to people needing them based on their vulnerability and chronic homelessness status. The vision of this project is to provide a common system to help prioritize access to limited supportive housing resources including rapid re-housing, transitional housing, permanent supportive housing, and referrals to income-based housing for people who are homeless. It provides a no-wrong-door model for access to supportive housing.

The CIC is based on a philosophy of progressive engagement which seeks to find the least intensive intervention to assist people experiencing homelessness move back into permanent housing. In addition, the CIC supports the philosophy of Housing First, meaning that for people experiencing homelessness, housing is the first, most important intervention although not necessarily the only intervention necessary to support someone transitioning out of homelessness.

Priorities the CIC uses for matching people to supportive housing services include:

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

In the spring of 2020 the CoC adopted a super priority for people who qualify as medically fragile during the COVID-19

pandemic.

The CIC Director, in partnership with other key CoC staff, is working to develop additional strategies and resources to support people whose level of vulnerability is in a moderate to low range and thus unlikely to qualify for supportive housing such as permanent supportive housing.

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

Participants access the Community Intake Center (CIC) by engaging in services at an access point. Access points are all HMIS participating shelters and street outreach programs. For people who are not able to connect with an HMIS participating shelter, the CIC Outreach staff will meet with them to complete an intake to enter them into the CIC system. In this way, any person seeking homeless services may access the CIC.

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

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

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

Rejected referrals are placed back on the BNL for future matching opportunities.

If an individual on the BNL has not engaged with homeless services for over 90 days they will be moved to an inactive status. If they re-appear they can be re-prioritized onto the BNL.

B.3. Below, please provide anticipated service metrics into the appropriate fields.

Where applicable, 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. If applicable and serving individual clients over a period of time.

Average Number of Participants Served at a Single Time

32

Maximum Number of Participants to Be Served at a Single Time

30

Unduplicated Total Number of Participants to Be Served During the Program Year

Printed By: Rene Williams on 12/11/2020

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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.**

Based on Data from the CoC APR report for the entire Forsyth County tree reporting group, between July 2019 and June 2020, 2,367 people received services from homeless service providers in Forsyth County. On any given night there are about 500 people experiencing homelessness in our community. (Note: all homeless system data in this answer is taken from this report).

Approximately 1,633 people experienced homelessness as a single adult and 674 people experienced homelessness as a part of a family. Of the people seeking homeless services, 36% were female and 64% male; about 63% identify as Black and 30% identify as White. This is in stark contrast to the current population of Forsyth County which is 52% female/ 48% male and 68% white, 26% Black and 3% of people served reported being of Hispanic descent, while 6.4% of the county is of Hispanic descent.

50% of people report having a disability, whereas only 6.7% of people under age 65 in the county have a disability.

46% report no income at the time of entry to the program.

23% report income under \$1,000 per month.

9% report an income of \$2,000 or more per month.

35% of people report income received Social Security benefits either SSI or SSDI.

35% of people served by the system had a known positive exit to housing (6% had no exit data collected). 44% of people who exited with a housing destination exited within 14 days of the date homelessness started.

Currently on the CIC's BNL there are 30 people known to be Chronically Homeless and 21 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.

The CIC is the key service in the WSFC CoC connecting people who are homeless to available supportive housing resources to address their homelessness. The CIC staff work with the community's shelters and street outreach programs to identify people who are homeless and not able to resolve their housing crisis on their own. Individuals are prioritized for assistance using the VI-SPDAT, an evidence-based tool to assess the relative vulnerability of people experiencing homelessness. Cases are presented to the Community Assessment team based on this prioritization and connected to both homeless services and other mainstream resources to help the household improve their housing and housing stability.

Beginning in November 2020 the CIC added diversion services to it's tool box in order to assist individuals who are new to homelessness rapidly exit or not have to enter homelessness at all.

On an annual basis, approximately 1,700 people experience literal homelessness in Forsyth County. Approximately 44% of these people exit the system within 14 days of becoming homeless, while 26% (389 people) remain homeless longer than 181 days. All of these people could benefit from some level of supportive housing support. Depending on the year,

the CIC only has the resources to match 200-250 households to a supportive housing program. The resource bottleneck is in the number of available case management slots.

The CIC staff is working with community partners and the CoC 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. Based on our system data, which suggests about half of the people entering shelter self-resolve, an estimated 250 people will match to supportive housing, this leaves about 600 people who will need some support finding permanent housing opportunities.

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

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

The ultimate measure of the performance of the CIC is the system level outcomes of the CIC. Since the inception of the CIC the number of chronically homeless people has continued to decrease significantly and as of November 2020 only 30 chronically homeless people are on the BNL.

IDIS Setup

No data saved

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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

C. Strategy and Performance

Completed by kathleen.wiener@uwforsyth.org on 11/16/2020 9:37 AM

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C. Strategy and Performance

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 the stated program goals provided in C.5. are not achieved.

The CIC practices continuous quality improvement to evaluate its progress and success. In addition to monitoring the number of people on the BNL, the number of chronically homeless and the number of veterans on the BNL, CIC staff monitor the number of matches and the speed at which matches who are identified are entered into supportive housing programs. When staff identify areas that are not supporting the swift resolution of a participant's housing crisis they work with CIC partner agencies and the WSFC CoC Action Camp to identify strategies to improve the system in order to decrease the amount of time between people being identified and receiving supportive services.

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 Homeless Management System (NC HMIS) database to track data and information on the

success of our programs across the CoC. The BNL is drawn from the NC HMIS based on data from key access points including shelters and street outreach programs.

In addition, CIC staff work with staff from agencies across the CoC to individually track key data which will help them evaluate their effectiveness in helping people get housed.

For the CIC specifically, we used the BNL which is generated from the NC HMIS database. In addition, in our work with the national Built for Zero initiative, we report the number of chronically homeless, the number of chronically homeless new to the list (inflow), housed (outflow), and do the same for veterans.

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

Annual Reports:

Longitudinal System Analysis (LSA) required by HUD for the CoC to submit annually. Report is created from data in the NC HMIS system.

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

PIT Count: UWFC organizes a street count that is paired with a one-night census from all of the emergency and transitional shelters in Forsyth County to create a snapshot of homelessness in the community. The January Count, which is required by HUD, is the official count data 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.

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 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
Maintain complete	CIC Director, CIC	1,584 unique	1,500 unique	1,500 unique

and accurate BNL of people experiencing homelessness in Forsyth County.	Director of Outreach, and Outreach and Data Specialist monitor the HMIS generated BNL and work with all access points (shelters and street outreach) to ensure adequate information is collected in the HMIS to prioritize individuals according to the CoC plan.	households were on the BNL (avg. 132 per month); 1,476 (93%) had a VISPDAT score necessary for prioritization.	households will be identified by the BNL and 95% will have a VISPDAT score.	households will be identified by the BNL and 95% will have a VISPDAT score.
Using CoC prioritization plan the CIC will match 230 households to supportive housing programs.	CIC Director, CIC Director of Outreach, and Outreach and Data Specialist will work with supportive housing programs in the community to fill openings based on the prioritization from the BNL.	220 matches were made. 32 (14%) were unsuccessful matches.	200 matches will be made with a 10% unsuccessful match rate. Note: because of COVID we expect longer lengths of stay in supportive housing projects impacting the total number of people who can be served.	230 matches will be made with a 10% unsuccessful match.
300 households will complete a full CIC Assessment for match preparation.	CIC Director, CIC Director of Outreach, and Outreach and Data Specialist will complete a full assessment in preparation for a supportive housing match.	386 CIC intakes/assessments were completed.	300 CIC intake/assessments will be completed.	300 CIC intake/assessments will be completed.
Staff will work with all CoC partners to ensure all data necessary for CIC prioritization is collected and entered into the HMIS system, with 100% Data completeness.	CIC Director, CIC Director of Outreach, and Outreach and Data Specialist will work with the Local HMIS System Administrator and other HMIS participating agencies to ensure all required HMIS data is collected and is entered with 100%	Based on the CoC APR for the Forsyth County Tree our HMIS data had an overall 7% error rate.	CIC Staff will work with the LSA and HMIS users to reduce the error rate to 5%.	CIC Staff will work with the LSA and HMIS users to reduce the error rate to 5%.

	data completeness.			
CIC staff will support diversion activities of the WSFC CoC.	CIC will work with the CoC members to identify strategies for identifying households for whom diversion tools may expedite their return to housing	N/A	CIC will finalize the policies and procedures for both Diversion and Prevention activities and will begin implementation.	CIC will increase the number of people leaving homelessness in under 14 days to 50%.

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	386	386
FY 20-21 Current Year Projected Results	350	350
FY 21-22 Next Year Anticipated Results	350	350

C.6. FY 19-20 Program Accomplishments

The last Quarter of the 19/20 program year was marked by COVID 19. During this unprecedented time the United Way of Forsyth County staff including the CIC staff helped set up two new shelters in the community and develop a COVID Prioritization tool. During the 2019 calendar year we identified 1,584 households with the BNL, of which 1,476 were screened with the VISPDAT for prioritization (typically this happens at the street outreach or emergency shelter level, CIC staff assist when the person does not have access to a shelter or street outreach worker trained to administer the VISPDAT). The CIC also matched 220 people to supportive housing programs and worked on strategies to reduce the unsuccessful match rate. The unsuccessful match rate dropped 3% from the prior year.

C.7. FY 21-22 Key Objectives

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

D. Organizational Capacity

Completed by kathleen.wiener@uwforyth.org on 11/16/2020 9:43 AM

Case Id: 11082

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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:

- 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 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 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 backbone support and leadership to the Winston-Salem/Forsyth County Continuum of Care (WSFC CoC) and supporting the work of our CoC to support Forsyth County's efforts to be a housing first community, ending chronic homelessness, and working to develop a system of care so any resident of our community who becomes homeless can be re-housed in under 30 days.

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

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Senior Director	Supervises CIC staff and works with WSFC CoC to provide strategic direction and oversight to the CIC.	40	0.00 %
Director CIC	Manages BNL, matches individuals from BNL to openings in supportive housing programs, develops and implements strategies to ensure all people experiencing homelessness are assessed and prioritized for housing.	40	100.00 %
Director, Outreach Services	Assesses people experiencing homelessness to ensure the CIC has all necessary metrics to prioritize people accurately, develops and implements strategies to ensure all people experiencing homelessness have access to coordinated assessment regardless of whether or not they are connected to an HMIS participating program, helps CoC coordinate outreach services to the homeless in the community to ensure people experiencing homelessness who are not connected to a shelter are assessed and connected to the CIC.	40	0.00 %
Housing Stability Data Specialist	Collects and enters into NC HMIS data related to assessing the vulnerability and key metrics for prioritization. Supports HMIS participating agencies to maintain data accuracy and completeness for all metrics necessary for coordinated assessment to be effective.	40	0.00 %
Diversion Specialist	Identifies and screens individuals for access to diversion resources including access to trained diversion specialists and financial support for diversion activities.	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 Financial Officer	\$152,000.00	0.00 %
Mark Uren	VP Resource Development	\$121,073.00	0.00 %
Deborah Wilson	Chief Impact Officer	\$113,325.00	0.00 %
Kim Thore	Chief Marketing Officer	\$91,072.00	0.00 %
Brittany Pruitt Fletcher	Chief of Staff	\$85,000.00	0.00 %

D.6. Attach an organizational chart



Organizational Chart *Required

Organizational Flow Chart Update September 2020.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	1	1		3	1	
Professionals	1	2		12	9	2
Technicians						
Office/Clerical	1			4	2	
Laborers/Service Workers						
Total Full-Time						

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

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

Laborers/Service Workers						
Total Part-Time/Temp						

D.8.

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

2020 UWFC Board Roster.doc

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 operational; continued funding will ensure uninterrupted services.

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?

The CIC policies and procedures make sure the CIC staff are focused on continuously seeking ways to reach and serve all people experiencing homelessness. The design of the CIC prioritizes minimizing demands on clients for travel to a specific site for access. The CIC staff are all mobile and strive to implement a program with as few barriers to assessment and being added to the BNL as possible.

E. Cost Effectiveness

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Completed by kathleen.wiener@uwforsyth.org on 11/19/2020
10:38 AM

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$12,206,823.00	\$12,206,823.00	\$12,206,823.00
Fundraising	\$868,887.00	\$868,887.00	\$868,887.00
Management and General	\$1,458,360.00	\$1,458,360.00	\$1,458,360.00
Total Expenditures by Program	\$14,534,070.00	\$14,534,070.00	\$14,534,070.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$2,633,443.00	\$2,633,443.00	\$2,633,443.00
Employee Benefits	\$624,276.00	\$624,276.00	\$624,276.00
Facility Rent and Utilities	\$188,280.00	\$188,280.00	\$188,280.00
Training and Conference Registration	\$59,160.00	\$59,160.00	\$59,160.00
Membership and Dues	\$272,400.00	\$272,400.00	\$272,400.00
Travel and Transportation	\$19,890.00	\$19,890.00	\$19,890.00
Grants to Individuals and Organizations	\$9,407,363.00	\$9,407,363.00	\$9,407,363.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$1,070,352.00	\$1,070,352.00	\$1,070,352.00
Other Operating Expenditures	\$258,906.00	\$258,906.00	\$258,906.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$14,534,070.00	\$14,534,070.00	\$14,534,070.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$934,000.00	\$934,000.00	\$934,000.00
Forsyth County	\$10,000.00	\$10,000.00	\$10,000.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$1,808,701.00	\$1,808,701.00	\$1,808,701.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00

Printed By: Rene Williams on 12/11/2020

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Memberships	\$0.00	\$0.00	\$0.00
Donations	\$10,850,000.00	\$10,850,000.00	\$10,850,000.00
Foundation Grants	\$973,203.00	\$973,203.00	\$973,203.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$273,250.00	\$273,250.00	\$273,250.00
Total Revenues by Category	\$14,849,154.00	\$14,849,154.00	\$14,849,154.00

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

individual gifts, corporate gifts and specific designations

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2020	CDBG	\$30,400.00
2019	CDBG	\$30,400.00
2018	CDBG	\$30,400.00
2017	CDBG	\$30,400.00
2016	CDBG	\$30,400.00

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
CIC Director	\$30,400.00	\$0.00	
State ESG/Data Stability Coordinator	\$0.00	\$42,123.00	State ESG
CIC Services (CIC Director, Outreach, Diversion)	\$0.00	\$152,587.00	COC Grant
	\$30,400.00	\$194,710.00	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.

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

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

The design of the WSFC CoC's coordinated assessment system is a multi-agency collaboration. The CIC staff rely on

data entered by emergency shelters and street outreach programs to "pull" individuals into the CIC's BNL. Also, the HMIS participating shelters and street outreach programs administer the VISPDAT when possible to ensure individuals can be appropriately prioritized.

E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

This request is identical to last years request.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

UWFC is dedicated to fulfilling its commitment to being the backbone organization for the CoC, providing system coordination, coordinated entry support 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 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 any barriers to implementation.

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

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

AVERAGE COST (5 POINTS)

E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	30,400
Number proposed to be served for the year:	380
Average City funds per beneficiary:	80
Proposed funds from all sources:	194,710
Number proposed to be served for the year:	380
Average total funds per beneficiary:	512.39

F. Required Documents

Completed by kathleen.wiener@uwforyth.org on 10/29/2020
10:22 AM

Case Id: 11082

Name: United Way of Forsyth County CIC CDBG -

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

UW Code of Ethics.pdf

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

UW 990 FY1819 signed.pdf

Organization By-Laws *Required

UW Bylaws.pdf

Articles of Incorporation *Required

UW Articles of Incorporation.pdf

Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required

UW Anti Discrimination Policy.docx

UW Personnel Policies.pdf

UW Procurement Policy.PDF

Fair Housing and Non Discrimination Policy.docx

UWFC Accounting Policies & Procedures Summary Document 2008.doc

WSFC CoC CIC PP Approved 12-19-17 OC.pdf

IRS 501(c)3 Designation Letter *Required

UW 501(c)3.pdf

Audited financial statements or a third-party review *Required

UW audit FY1819.final.pdf

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

UW Solicitation License 2.4.2020-11.15.2020.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11082
Name: United Way of Forsyth County CIC CDBG -
Address: *No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 11/18/2020
11:55 AM

G. Income Based Projects/Services Only

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

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

G.1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.

Income Range	# to be served
0 to 30% of median	75
31% to 50% of median	25
51% to 80% of median	0
Greater than 80% of median	0

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

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

FRRRC staff rely primarily on the certification of eligibility provided by the case manager assigned to clients. UWFC staff's role in FRRRC is focused on housing navigation, support and training for CMs and management of TFA. Prior to disbursement of any funds, case managers certify they have all required eligibility documentation in the client file. The FRRRC Director performs spot checks of files to ensure documentation is maintained.

Please NOTE: Numbers in section G1 represent percentages of clients.

H. Construction/Rehab Only

Completed by kathleen.wiener@uwforyth.org on 10/29/2020
10:24 AM

Case Id: 11082

Name: United Way of Forsyth County CIC CDBG -

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, including any 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, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.

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	Govmt Funding
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Documentation

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

***No files uploaded*

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 10/29/2020
10:24 AM

Case Id: 11082

Name: United Way of Forsyth County CIC CDBG -

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 11/16/2020 1:03 PM

Case Id: 11082

Name: United Way of Forsyth County CIC CDBG -

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

Rapid Rehousing Services

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

HMIS/Data Collection Budget

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

Submit

Completed by kathleen.wiener@uwforyth.org on 11/19/2020
10:39 AM

Case Id: 11082

Name: United Way of Forsyth County CIC CDBG -

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@uwforyth.org on 11/19/2020 10:39 AM