

A. Organization & Contact Information

Completed by kathleen.wiener@uwforysyth.org on 11/19/2020 11:17 AM

Case Id: 11086
Name: 2021 UWFC System Coordination - 2021/22
Address: *No Address Assigned

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

System Coordination

A.3. FY 2021-22 Funding Request Amount

\$31,700.00

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. 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@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) 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@uwforysyth.org on 11/16/2020
11:19 AM

Case Id: 11086

Name: 2021 UWFC System Coordination - 2021/22

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 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 and Veterans;
- 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 preserve and increase the 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.

I. Continue to support the WS/FC CoC response to the COVID-19 pandemic including operating the CoC's isolation plan in partnership with CwD.

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 ongoing engagement strategies. For providers, the goal of our work is to help make their processes 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. 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

1,700

Maximum Number of Participants to Be Served at a Single Time

1,700

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

1,700

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, 2367 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 1633 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 in stark contrast to the current population of Forsyth County which is 52% female/ 48% male and 68% white, 26% Black, 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 exit with a housing destination exit within 14 days of the date homelessness started.

Currently on the CIC's the By-name List (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.

During COVID-19 pandemic we have identified over 100 individuals who are "medically fragile" to COVID exposure.

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 2020, there were approximately 540 people on the By-Name List (BNL), 30 of whom are chronically homeless. There are approximately 21 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 2019, 2,367 people accessed homeless services. According to the 2020 LSA report, the average length of time people spent homeless is 75 days based on HMIS data and 369 based on self-reported data. Based on the CoC APR for the Forsyth County tree, 35% of people served by the system had a known positive exit to housing (6% had no exit data collected) and 44% of people who exit with a housing destination exit within 14 days of the date homelessness started. This emphasizes the need for the CoC to identify and learn to implement strategies to increase exits to 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 four 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 support 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. Its 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 programs, emergency shelters and supportive housing programs helps to match people who are homeless with available supportive housing programs. The planning and implementation for the CIC are 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.

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 andrea.kurtz@uwforysyth.org on 11/19/2020 12:27 PM

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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 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 of 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 success by looking for system improvements. We review metrics on system performance of a regular basis and have a monthly "action camp" meeting to both 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 database to track data and information on the success of our programs across the CoC. In addition, we work with staff from agencies across the CoC to individually track key data which will help them evaluate their effectiveness in helping people get housed.

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

Annual Reports:

LSA formerly AHAR: 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.

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

PIT Count: UWFC organizes a street count the last week in January 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 we use. In 2019 the CoC voted not to do the elective summer count as the Operating Cabinet did not feel we gaining useful information. The information once collected in July from the PIT is now collected and managed more accurately through the By-Name List.

Monthly Reports:

Data Quality: on a monthly basis all staff connected to either 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: the Community Intake Center (CIC) uses a By Name List 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 for the purpose of matching people to housing resources.

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.

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 a strong, engaged System of Governance for the CoC	Regular public Meetings of the Commission on Ending Homelessness	8 meetings of the COEH were held during FY 19/20	10-12 meetings of the Commission on Ending Homelessness will be held	10-12 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.	11 meetings of the Operating Cabinet were held.	12 meetings of the Operating Cabinet will be held	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)	5 meetings of the full council were held.	4-6 Full Council meetings will be held.	4-6 Full Council meetings will be held.
Support CoC System performance improvement/ Participation in BFZ learning community	Support regular planning efforts of the CoC to address strategic goals, including action camps, case conferencing meetings,	Once COVID19 hit we began coordinating daily CoC calls to coordinate efforts and share learn. Staff helped develop both a plan for sheltering medically fragile (now operated by BCH) and for isolating individuals impacted by COVID (now run jointly by UWFC CIC staff and CwD) Prior to COVID19 we had been running month action camps and had started infusing strategic planning sessions into operating cabinet	We will continue to host 3 calls weekly (or as needed) to continue COVID coordination. We are encouraging support for all CoC members to participate in BFZ virtual learning opportunities, and will resume focus on strategic planning and goals.	We will continue to host 3 calls weekly (or as needed) to continue COVID coordination. We are encouraging support for all CoC members to participate in BFZ virtual learning opportunities, and will resume focus on strategic planning and goals.

		meetings		
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.	Unsure at this time as to how PIT count will be conducted due to the COVID 19 pandemic	Recruit and train over 75 volunteers to canvas Forsyth County from 9 pm to 4 am.
BNL will document less than 3 chronically homeless people in the homeless service system (this excludes people actively participating in a transitional housing program).	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.	There are currently 30 people identified as CH on the BNL.	We will reach functional zero!	We will maintain functional zero!
Support WSFC CoC in achieving strategic goals of reducing the length of stay to and average of 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.	expanded housing navigation services, developed a weekly housing list of available units for CM to share with clients needing housing; developed a live housing navigation map based on available unit list to help people looking for housing find available housing in areas they would like to live.	Develop data dashboards to help key stakeholders in CoC focus on goal improvement work. Support and coordinated key case conferencing strategies to help drive system improvement at the client level.	Continue to support identification and implementation of system improvement efforts across the CoC targeted at improving areas highlighted in strategic plan including reducing new admissions to homelessness, increasing exits to permanent housing; reducing average length of time homeless, ending chronic homelessness, and encouraging affordable housing development that will meet the needs of individuals experiencing

				homelessness.
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	1,500	1,500
FY 20-21 Current Year Projected Results	1,700	1,700
FY 21-22 Next Year Anticipated Results	1,800	1,800

C.6. FY 19-20 Program Accomplishments

Over the last year, with the tightening housing market and now with COVID 19, we are seeing an uptick in the chronically homeless population. We are working with the CoC partners to address individual's needs during the pandemic as well as accelerate housing placements for people who are medically vulnerable to COVID-19 because of pre-existing conditions.

We have supported the CoC in expanding its capacity for both Diversion and Prevention work including adding diversion capacity to the Community Intake Center.

Between March and May of this year the Housing Matters staff worked with teams from the City, County and CoC to develop a medically fragile shelter (now run by Bethesda Center for the Homeless) and an isolation plan for people experiencing homelessness (now run jointly by UWFC and City with Dwellings).

We sponsored the CoC focus on developing strategies to address a response to youth homelessness, which has resulted in the development/funding of, "A Place of My Own" a CoC funded TH/RRH program for transition age youth.

C.7. FY 21-22 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 11/18/2020 1:16 PM

Case Id: 11086

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

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

Executive Staff Name	Title/Role	Compensation	% of Hours
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			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**

UW 2020 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 already operational. This funding will allow the project to continue without interruption.

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

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Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 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

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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	\$0.00	\$0.00	\$0.00
Total Revenues by Category	\$14,575,904.00	\$14,575,904.00	\$14,575,904.00

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	\$26,700.00
2019	CDBG	\$26,700.00
2018	CDBG	\$26,700.00
2017	CDBG	\$26,700.00
2016	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
CoC Strategic Coordination	\$31,700.00	\$90,000.00	Private donations, foundation support
	\$31,700.00	\$90,000.00	

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

The City funds will be used to pay for staff salaries and associated operating costs for providing support the the WSFC CoC including coordinating the Commission on Ending Homelessness, the Operating Cabinet and Full Council as well as supporting all CoC participants in working towards the goals of the CoC's strategic plan, including ending chronic homelessness, reducing the average length of time homeless, increase the number of exits to permanent housing, reducing recidivism to homelessness, and decreasing new entries into homelessness.

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.

By its very nature, the work that UWFC does in support of the CoC is collaborative in nature. We work with and support all of the emergency shelters, supportive housing programs and mainstream service providers that are critical to the work of ending homelessness both on the personal level for people experiencing homelessness as well as on the system level of how we as a community serve people experiencing homelessness.

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 year's request is a \$5,000 increase from last year. We are requesting this increase because of the significant amount of work UWFC has taken on for supporting the CoC's governance, as well as administering the CIC, the temporary financial assistance for the Forsyth Rapid Re-Housing Collaborative and the new diversion and prevention programs. In addition, UWFC is now coordinating the isolation plan for individuals who are homeless and exposed to COVID.

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 committed to fulfilling it's 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.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming 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 that 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 three years, 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.

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

We don't anticipate any barriers

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:	31,700
Number proposed to be served for the year:	1,700

Average City funds per beneficiary:	18.64
Proposed funds from all sources:	121,700
Number proposed to be served for the year:	1,700
Average total funds per beneficiary:	71.59

F. Required Documents

Case Id: 11086

Name: 2021 UWFC System Coordination - 2021/22

Address: *No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 10/29/2020 1:43 PM

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

UW Code of Ethics.pdf

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

UW 990 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

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 NC Solicitation License 2.4.2020-11.15.2020.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11086

Name: 2021 UWFC System Coordination - 2021/22

Address: *No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 11/18/2020
11:14 AM

G. Income Based Projects/Services Only

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

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

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

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

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

All UWFC programs, that support projects such as CIC and FRRC for which specific eligibility must be determined, staff engage in an interview with applicants following either the CIC intake/assessment form or the FRRC 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.

FRRC staff rely primarily on the certification of eligibility provided by the case manager assigned to clients. UWFC staff's role in FRRC 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 FRRC 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 1:42 PM

Case Id: 11086

Name: 2021 UWFC System Coordination - 2021/22

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

Case Id: 11086

Name: 2021 UWFC System Coordination - 2021/22

Address: *No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 10/29/2020 1:42 PM

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by kathleen.wiener@uwforyth.org on 11/16/2020 1:01 PM

Case Id: 11086

Name: 2021 UWFC System Coordination - 2021/22

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 andrea.kurtz@uwforysyth.org on 11/19/2020 12:28 PM

Case Id: 11086

Name: 2021 UWFC System Coordination - 2021/22

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 andrea.kurtz@uwforysyth.org on 11/19/2020 12:28 PM