

A. Organization & Contact Information

Case Id: 11084
Name: 2021 UWFC FRRRC City ESG - 2021/22
Address: *No Address Assigned

Completed by kathleen.wiener@uwforysyth.org on 11/19/2020 8:16 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

FRRRC City ESG

A.3. FY 2021-22 Funding Request Amount

\$100,000.00

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

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12:59 PM

Case Id: 11084

Name: 2021 UWFC FRRRC City ESG - 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 Forsyth Rapid Re-Housing Collaborative (FRRRC) currently is a partnership between United Way of Forsyth County (UWFC), Goodwill of NWNC (GW), Experiment in Self Reliance (ESR), Family Services, Inc. (FSI), Bethesda Center for the Homeless (BCH) and Positive Wellness Alliance (PWA). The goal of the program is to provide rapid re-housing services to the greatest diversity of clients across our Continuum of Care (CoC). By matching case management services from a diverse group of organizations serving people who are homeless with a centralized fund for temporary financial assistance, supported in part by these City and State ESG funds, the FRRRC can serve any homeless household regardless of the household's demographic make up or door of entry into homeless services.

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

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

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

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

The FRRRC expects case managers assigned through the CIC will contact the head of household as soon as possible to set up an initial appointment to finalize the determination of eligibility.

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

The FRRRC has four staff members who are certified housing inspectors under the HQS standards from HUD; one of these inspectors will inspect the unit before leases are signed; in this way, we hope to maintain a minimum housing quality standard for those we serve.

Once the household has moved in, the case manager will work with the client to achieve the goals they established to help stabilize their household in permanent housing. These goals may center on health outcomes, income outcomes, or educational outcomes as determined by the case manager and client as being important for the client to remain housed.

Pursuant to the CoC APR from NCHMIS 70% of program participants exit the program into permanent housing. We are investigating this, because in other years the exit to permanent housing rate has been between 85-90%. It appears because of the way programs are structured inside the database when clients are transferred from one program page to another it may be affecting the integrity of the outcome data.

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

80

Maximum Number of Participants to Be Served at a Single Time

80

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

300

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 is 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.

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 FRRRC provides short to medium term rental assistance and case management to people experiencing homelessness who can not self-resolved without support. On an annual basis approximately 1,700 people experience literal homelessness in Forsyth County; of these only 200-250 households are matched to a supportive housing program, including the FRRRC.

The CIC staff are working with community partners and the FRRRC to identify mainstream resources and other strategies to help people who are unlikely to match to either permanent supportive housing or rapid re-housing move into permanent housing. Based on our system data, which suggests about half of people entering shelter self-resolve, an estimated 250 people will match to supportive housing, this leaves about 600 people who will need some form of support in finding permanent housing opportunities. UWFC is working with all of the FRRRC partners and other community stakeholders to expand opportunities for short to medium term housing supports to help reduce the amount of time people spend homeless.

** Note about unmet need and request for funds, as usual, we have requested \$100,000 for Temporary Financial Assistance from the City and State ESG pools. These funds are critical to help cover utilities, arrears, deposits and moving costs for people as the move into permanent housing. We will budget and run the program based on the amount of funds available for the program, every additional dollar the program receives helps us to expand the amount of temporary financial assistance the program can provide. The more funds we have increases the assistance we can provide to a greater number of people. Particularly during the pandemic we are working hard to move as many people into permanent housing as quickly as we can.

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 Forsyth Rapid Re-Housing Collaborative was initially designed as a collaborative relationship between UWFC, Goodwill NWNC, The Bethesda Center for the Homeless, The Salvation Army, Experiment in Self Reliance, and Family Services. Over time the partnership has grown and changed pursuant to the demand and funding environments. The partnership between these agencies helps to maximize each organizations strengths and minimize the challenges of spending from a divided subsidy pool. UWFC provides housing navigation, including identifying new landlords and available units and inspections of the units as well as manages a common fund of Temporary Financial Assistance. Other partners provide case management services to participants.

Team members meet twice a month to review cases, program performance and program operations. The WSFC CoC also hosts a monthly action camp that is designed to support programs in the CoC and evaluate barriers to supporting program participants in securing and remaining housed. The FRRRC is often reviewed during these meetings as part of our commitment to continuous quality improvement for the program.

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

Case Id: 11084

Name: 2021 UWFC FRRRC City ESG - 2021/22

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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 related to people who receive services related to being homeless. We will primarily use reports from this database to determine progress on system performance goals such as the number of chronically homeless people, the average length of stay, number of returns to homelessness, and other key metrics.

Reports are available at the program, agency and system-level performance. The Local System Administrator for our CoC supports all partners in the WSFC CoC in both collecting and analyzing their performance data.

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

success by looking for system improvements. We review metrics on system performance on a regular basis and have a monthly action camp meeting to identify and address challenges to meeting our goals.

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

C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

We use the North Carolina HMIS 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:

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

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

PIT Count: UWFC organizes a street count that is paired with a one-night census from all of the emergency and transitional shelters in Forsyth County to create a snapshot of homelessness in the community. The January Count, which is required by HUD, is the official count data that we use. We also elect to do a July count, which we use for planning and projection purposes only.

Monthly Reports:

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

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

Quarterly Reports:

Quarterly Performance Report for State ESG funded programs

Other Reports: Discharge Destination
Length of State & Recidivism
Demographics Report

C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.

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
90% of Persons served remain in permanent housing or exit to permanent housing (subsidized or un-subsidized) during the operating year.	Case managers shall support 200 participant households in setting housing stability goals and in making progress towards their goals.	In 2019/20 case managers worked with 331 people experiencing homelessness, 70% of whom exited to permanent housing	CMs will work with 375 people experiencing homelessness 85% who will have a exit to permanent housing.	CMs will work with 400 people experiencing homelessness who will have 90% exit to permanent housing.
The average length of time from program entry to housing move-in will be 30 days or less.	Case mangers will utilize a housing first framework as they support clients in goal setting, housing navigation and budgeting.	CM worked with 331 people experiencing homelessness, with an average length of time from program entry to housing of 124 days.	CM will work with with 350 people experiencing homelessness with an average length of time from program entry to housing of 100 days.	CM will work with 350 people experiencing homelessness with an average length of time from program entry to housing of under 60 days.
Case managers will work as a team to improve case conferencing skills.	Case Managers will meet as a team twice a month to review progress towards housing goals of all clients	Case Managers meet twice per month to review case progress.	Since May 2020 in addition to the regular monthly case management meetings the CMs involved with people at the COVID Medically Fragile Shelter have a weekly case conferencing meeting.	Case Managers will participate in 24 case conferencing meetings to improve clients timely achievement case plan goals.

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	331	331
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 UWFC staff including the FRRRC staff helped set up two new shelters in the community, developed a COVID Prioritization tool, developed a case conferencing team for the medically fragile shelter and developed strategies for accelerating housing placements for very low income tenants in a very tight rental market.

In January 2020, we increased our Landlord Engagement Specialist to full time. During this time she has developed a shared housing leads list for case managers with details on availability, costs and screening criteria to help people find housing. She has also partnered with The Dwellings to help rehabilitate over 40 units at Northwood Apartments, specifically for people in supportive housing programs.

In partnership with the CIC Data Stability Specialist they have developed a visualization tool, now on the CoC website to help people looking for housing find available housing in the areas of the community they are interested in living. The tool provides basic information about the units including costs and screening criteria.

C.7. FY 21-22 Key Objectives

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

D. Organizational Capacity

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Case Id: 11084

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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 pre-cursor organization the United Fund have served the Forsyth County community by leveraging resources to meet the human service needs of residents of Forsyth County. UWFC benefits and serves the residents of Forsyth County in multiple ways. Through our investments and the leveraging of those investments through key partnerships, UWFC helps to improve the lives of residents in the areas of Education, Health, Income and Basic Needs. In addition, UWFC is a leader in our community in addressing human service needs with data informed

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decision making, which allows us to focus every dollar of our investments on its highest and best use for achieving real, lasting change in our community.

The programs we are requesting funds for from the City specifically address the needs of individuals and families in our community who experience homelessness by providing back bone support and leadership to the Winston-Salem/Forsyth County Continuum of Care (WSFC CoC) and supporting the work of our CoC to support Forsyth County's efforts to be a housing first community, ending chronic homelessness, and working to develop a system of care so any resident of our community who becomes homeless can be re-housed in under 30 days.

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

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Senior Director, Housing Strategies	Weekly meetings with Program Director, Monthly Action Camps for quality improvement	40	0.00 %
Director of FRRC	Meetings with Case Managers from across the partnership; Training and support of Case Managers; Monthly Case Management meetings; Review and manage Temporary Financial Assistance funds (TFA)	40	0.00 %
Director of Housing Services	Review and Manage TFA; Identify and recruit new landlords; Provide Inspections for new move-ins	40	25.00 %
Case Managers	Weekly meetings with program participants; Set Housing stability goals in partnership with client. These positions are all at other agencies and are a part of this collaboration.	40	0.00 %
Landlord Engagement Specialist	Support Case Managers in assisting clients with housing navigation; Identify new landlord/property mangers willing to participate in RRH programs; Retain landlord/property mangers currently accepting RRH subsidies; Identify available affordable housing units	40	50.00 %
Housing Inspector	Inspects housing units prior to new move ins for HQS compliance.	20	50.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
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

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D.9. Number of full Board meetings held during the last twelve months

6

D.10. Number of Board's Executive Committee meetings held during the last twelve months

6

ABILITY (5 POINTS)

D.11. 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?

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

E. Cost Effectiveness

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10:58 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

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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	City ESG	\$68,999.00
2019	City ESG	\$75,159.00
2018	City ESG	\$71,081.00
2017	City ESG	\$0.00
2016	City ESG	\$0.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
TFA	\$43,999.00	\$607,000.00	State ESG, SSVF, CoC, private funds
Housing Services	\$25,000.00	\$118,500.00	SSVF, CoC, State ESG, private grants and gifts
Director of FRRC	\$0.00	\$68,500.00	CoC, SSVF, private donations
	\$68,999.00	\$794,000.00	

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 Housing Navigator works with all Case Managers in the Forsyth Rapid Re-Housing Collaborative to identify available units and the criteria for rental. She shares this list weekly with Case Managers to help in client housing searches. The TFA is used to support clients move to and stabilize in permanent housing. the Director of Housing Services oversees inspections, housing navigation services, and TFA disbursement. The Director of FRRC provides training, guidance, support, TFA management to all of the FRRC case managers.

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

FRRC is a collaborative program. UWFC provides management of the Temporary Financial Assistance for the program,

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

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

While we are aware we are likely to get relatively flat funding from year to year, we are asking for \$100,000 which would allow us to maximize the amount of temporary financial assistance and households we can provide assistance to moving out of homelessness. We use ESG funds to cover Application Fees, Security Deposits, Utility Deposits, moving costs and utilities. The more funds we have for TFA the more households we can assist.

SUSTAINABILITY (7 POINTS)

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

UWFC is committed to fulfilling its commitment to being the backbone organization for the CoC, providing system coordination and fiscal management of charitable funds other than the Federal HUD grants. It is anticipated that 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 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 the 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.

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

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

We do not 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:	68,999
Number proposed to be served for the year:	350
Average City funds per beneficiary:	197.14

Proposed funds from all sources:	794,000
Number proposed to be served for the year:	350
Average total funds per beneficiary:	2,268.57

F. Required Documents

Completed by kathleen.wiener@uwforyth.org on 10/29/2020
12:51 PM

Case Id: 11084

Name: 2021 UWFC FRRRC City ESG - 2021/22

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

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: 11084
Name: 2021 UWFC FRRRC City ESG - 2021/22
Address: *No Address Assigned

Completed by kathleen.wiener@uwforysyt.org on 11/18/2020 1:10 PM

G. Income Based Projects/Services Only

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

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

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

Income Range	# to be served
0 to 30% of median	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
12:18 PM

Case Id: 11084

Name: 2021 UWFC FRRRC City ESG - 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

Completed by kathleen.wiener@uwforyth.org on 10/29/2020
12:18 PM

Case Id: 11084
Name: 2021 UWFC FRRRC City ESG - 2021/22
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 11/18/2020 1:10 PM

Case Id: 11084

Name: 2021 UWFC FRRRC City ESG - 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	\$2,500.00
Rental Application Fees	\$2,500.00
Security Deposits	\$5,000.00
Last Month's Rent	\$5,000.00
Utility Deposits	\$5,000.00
Utility Payments	\$15,000.00
Moving Cost Assistance	\$5,000.00
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

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$25,000.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$5,000.00
	\$0.00
Information and Referral	\$0.00

Submit

Completed by kathleen.wiener@uwforysyth.org on 11/19/2020
10:58 AM

Case Id: 11084

Name: 2021 UWFC FRRRC City ESG - 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.

Kathleen Wiener

Electronically signed by kathleen.wiener@uwforysyth.org on 11/19/2020 10:58 AM