

# A. Organization & Contact Information

Completed by kathleen.wiener@uwforysyth.org on 11/19/2020  
11:00 AM

Case Id: 11085  
Name: 2021 UWFC FRRRC State ESG - 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

State ESG FRRRC

### 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 Main Street Suite 1700 Winston-Salem, NC 27101

### A.7. Organization Website

www.forsythunitedway.org &  
www.forsythendhomelessness.org

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

1974

### A.9. Organization Fiscal Year

July/June

### A.10. Federal Tax ID Number

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Cynthia S. Gordineer, President & CEO

#### A.13. Email

cindy.gordineer@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@uwforyth.org on 11/18/2020  
11:22 AM

Case Id: 11085

Name: 2021 UWFC FRRC State 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?**

United Way of Forsyth County (UWFC) uses State ESG funds for the Forsyth Rapid Re-Housing Collaborative (FRRC) to support two essential elements of the program: housing navigation and temporary financial assistance.

The FRRC is designed 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 City and State ESG funds, the FRRC can serve any homeless household regardless of the household's demographic makeup 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 help homeless households reduce the amount of time they are homeless and provide 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 the services after they have been referred by the Community Intake Center (CIC). Once the CIC has referred a household to the FRRC the client is notified of this referral by the CIC and signs a housing plan with the CIC indicating they know they are referred to the FRRC.

The CIC also offers an orientation to the FRRC program to ensure all clients have a uniform expectation of the program and understand their rights and responsibilities.

The FRRC expects Case Managers assigned through the CIC will contact the head of household as soon as possible to set up an initial appointment.

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 that will meet our inspection standards.

The FRRC 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 them 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.

About 92% of program participants exit the program into permanent housing, and less than 5% return to homelessness within 2 years.

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**

24

**Maximum Number of Participants to Be Served at a Single Time**

24

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

31

**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.

**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. One of the most significant barriers individuals face is denials of rental applications due to past arrears to old landlords. Any expansion of funds from ESG for TFA would allow us more flexibility in helping clients reduce their arrearages and this significant barrier to housing.

**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 designed as a collaborative relationship between United Way of Forsyth County, Goodwill, the Bethesda Center, The Salvation Army, Experiment in Self Reliance, and Family Services. The partnership between these agencies helps to maximize each organization's strengths. 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

**Case Id:** 11085

**Name:** 2021 UWFC FRRRC State ESG - 2021/22

**Address:** \*No Address Assigned

---

## IDIS Setup

---

Please provide the following information

**Project Name**

**National Objective**

**Activity Number ID**

**HUD Activity Code**

**Project Description**

**Accomplishment Type**

**Initial Application Date**

**Service Area**

**Ward**

**Census Tract(s)**

**Block/Group**

**MWBE**

## C. Strategy and Performance

Completed by kathleen.wiener@uwforyth.org on 11/18/2020  
12:44 PM

Case Id: 11085

Name: 2021 UWFC FRRRC State ESG - 2021/22

Address: \*No Address Assigned

---

### 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](http://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.	State ESG case manager shall support 20 participants in setting housing stability goals and in making progress towards their goals.	160 households were supported with financial assistance through State ESG to enter and maintain housing stability (Note, the State changed its rule on matching funds and now no longer allows cases with State ESG funds to have any other source of HUD funds including CoC).	24 households will be served by State ESG case manager and receive temporary financial assistance.	24 households will be served through State ESG case management and receive temporary financial assistance.
Case Manager will work with families to identify and move into Permanent Housing.	Case Manager will work with family to set personal goals to support housing identification and budgeting plan to maintain housing once program is complete.	Work with 24 households to obtain housing.	95% of households will enter permanent housing.	95% of households will enter permanent housing.
Case Manager will work with household to maintain housing successfully after program exit.	Case Manager will work with client on accessing mainstream services, budgeting and income plans.	Case Manager will work with 24 families, 22 of whom will be permanently housed at exit.	Case Manager will work with 24 families and will have a less than 10% return to homelessness at the 1 year mark.	Case Manager will work with 24 households who will have a less than 10% return rate at the 2 year mark.
Landlord engagement specialist will identify 3-5 open unit leads per household.	Landlord Engagement Specialist will work with private landlords to identify available units and the admission criteria which may be good matches for people	Work with 40 landlords/property managers to maintain list of available units. Support case managers by providing information on	Work with 40 landlords/property managers to maintain list of available units. Support case managers by providing information on	Work with 40 landlords/property managers to maintain list of available units. Support case managers by providing information on

	at or below 50% AMI. She will produce a weekly list of available units for CM and client to use to identify housing.	available units.	available units.	available units.
--	--	------------------	------------------	------------------

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	31	31
FY 20-21 Current Year Projected Results	24	24
FY 21-22 Next Year Anticipated Results	24	24

**C.6. FY 19-20 Program Accomplishments**

The State ESG FRRC project is a collaborative project. UWFC manages the temporary financial assistance for all rapid re-housing programs and provides housing navigation services. In January 2019 we transitioned the collaborative partner from Goodwill Industries of NWNC to Experiment in Self-Reliance.

**C.7. FY 21-22 Key Objectives**

- Improve successful outcomes including exits to permanent housing.
- Decrease the length of time it takes program participants to find permanent housing.

## D. Organizational Capacity

Completed by kathleen.wiener@uwforyth.org on 11/18/2020  
12:44 PM

Case Id: 11085

Name: 2021 UWFC FRRRC State ESG - 2021/22

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

Printed By: Rene Williams on 12/11/2020

11 of 25

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	Weekly meetings with Program Director.	40	0.00 %
Experiment in Self Reliance Case Manager	Weekly meetings with clients in the RRH program to support clients in setting goals and succeed at achieving their housing stability goals.  NOTE: This position is funded by a separate grant to Experiment in Self Reliance through the City.	40	0.00 %
Director of FRRC	Meetings with Case Managers from across the partnership; Training and support of Case Managers; Bi-Monthly Case Management meetings; Review and manage Temporary Financial Assistance funds (TFA)	40	0.00 %
Landlord Engagement Specialist	Identify and engage new landlords/property managers; Unit Inspections  If the State will consider an increase in funds over the current amount we would like them to be applied to this position up to a total of \$28,000 (They currently fund it at \$16,000).	40	50.00 %
Director of Housing Services	Review and Manage TFA; Identify and recruit new landlords; Supervise Housing Inspector and Landlord Engagement Specialist	40	0.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Cynthia S. Gordineer	President and CEO	\$211,951.00	0.00 %
Barry T. Leonard	Chief 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 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 outnumbers 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 client's 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

Case Id: 11085

Name: 2021 UWFC FRRRC State ESG - 2021/22

Address: \*No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 11/19/2020  
11:15 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
<b>Total Expenditures by Program</b>	<b>\$14,534,070.00</b>	<b>\$14,534,070.00</b>	<b>\$14,534,070.00</b>

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
<b>Total Expenditures by Category</b>	<b>\$14,534,070.00</b>	<b>\$14,534,070.00</b>	<b>\$14,534,070.00</b>

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

Printed By: Rene Williams on 12/11/2020

15 of 25

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
<b>Total Revenues by Category</b>	<b>\$14,849,154.00</b>	<b>\$14,849,154.00</b>	<b>\$14,849,154.00</b>

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	State ESG	\$41,352.00
2019	State ESG	\$41,352.00
2018	State ESG	\$51,941.00
2017	State ESG	\$10,171.00
2016	State ESG	\$29,044.00
2015	State ESG	\$111,966.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Housing Navigation	\$20,000.00	\$32,000.00	CoC, SSVF, private donations
TFA	\$21,352.00	\$625,000.00	City ESG, CoC, SSVF, private funds
Director of Housing Services	\$0.00	\$68,500.00	City ESG, CoC, SSVF, private funds
FRRC Director	\$0.00	\$68,500.00	City ESG, CoC, SSVF private funds
	\$41,352.00	\$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 and 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.**

FRRRC 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 FRRRC staff have training, support and guidance consistent with the CoC's FRRRC 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.**

We typically ask for \$100,000, because this amount of ESG funds would allow us to maximize the leverage with other resources which would allow us to fully fund our housing navigation services and meet the needs for clients TFA. If we were awarded this amount, we would be able to serve more households and expand our efforts to support housing navigation. If the award remains at the current level of \$42,354 will will continue to serve approximately 24 clients per year.

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

**BARRIERS (3 POINTS)**

**E.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 see any current barriers to project implementation.

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

We do not see any current barriers to project implementation.

**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:	41,352
Number proposed to be served for the year:	24
Average City funds per beneficiary:	1,723
Proposed funds from all sources:	794,000
Number proposed to be served for the year:	200
Average total funds per beneficiary:	3,970

## F. Required Documents

Completed by kathleen.wiener@uwforyth.org on 10/29/2020  
11:48 AM

Case Id: 11085

Name: 2021 UWFC FRRRC State 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: 11085  
Name: 2021 UWFC FRRRC State ESG - 2021/22  
Address: \*No Address Assigned

Completed by kathleen.wiener@uwforysith.org on 11/18/2020  
11:08 AM

---

### G. Income Based Projects/Services Only

---

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

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

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

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

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

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

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

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

## H. Construction/Rehab Only

Completed by kathleen.wiener@uwforyth.org on 10/29/2020  
11:45 AM

Case Id: 11085

Name: 2021 UWFC FRRRC State 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
--------------	---------	-----------------	-----------	---------------

---

### 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  
11:45 AM

Case Id: 11085  
Name: 2021 UWFC FRRRC State 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  
11:09 AM

Case Id: 11085

Name: 2021 UWFC FRRRC State 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	\$0.00
Rental Application Fees	\$500.00
Security Deposits	\$7,771.00
Last Month's Rent	\$0.00
Utility Deposits	\$5,000.00
Utility Payments	\$7,500.00
Moving Cost Assistance	\$2,000.00
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	\$20,000.00
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)	\$615.00
	\$0.00
Information and Referral	\$0.00

#### HMIS/Data Collection Budget

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



## Submit

Completed by kathleen.wiener@uwforysyth.org on 11/19/2020  
11:15 AM

**Case Id:** 11085

**Name:** 2021 UWFC FRRRC State 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 11:15 AM*