

A. Organization & Contact Information

Case Id: 16144
Name: UWFC FY 23-24 CIC Director (CDBG) - 2023/24
Address: *No Address Assigned

Completed by kathleen.wiener@uwforysyth.org on 11/14/2022 3:46 PM

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

UWFC FY 23-24 CIC Director (CDBG)

A.3. FY 2023-24 Funding Request Amount

\$35,000.00

A.4. Agency's Total Operating Budget

\$13,439,364.00

A.5. Mailing Address

301 N Main Street, Suite 1700 Suite 1700 WS, NC 27101

A.6. Project/Program Location Address

301 N Main Street, Suite 1700 WS, 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

23-7357234

A.11. Federal DUNS Number

007942253

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Antonia Monk Richburg, Ph.D., President & CEO

A.13. Email

antoniamonkrichburg@uwforysyth.org

A.14. Phone

(336) 721-7333

CONTACT

A.15. Name, Title

Andrea Kurtz, Executive Director, Strategic Housing Initiatives

A.16. Email

andrea.kurtz@uwforysyth.org

A.17. Phone

(336) 577-6826

BOARD CHAIR

A.18. Name

Trisha Coleman

A.19. Term Expiration

12/31/2024

A.20. Email

tmcoleman@novanthealth.org

A.21. Phone

(336) 277-1040

B. Project Overview

Completed by kathleen.wiener@uwforysyt.org on 11/14/2022 3:50 PM

Case Id: 16144

Name: UWFC FY 23-24 CIC Director (CDBG) - 2023/24

Address: *No Address Assigned

B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

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

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

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

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

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

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

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

The CIC team is currently evaluating the priority criteria and the assessment instruments to insure they both align with the CIC's commitment to equity and inclusion as well as are appropriately targeting people to resources in order to achieve the CoC's goals.

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

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

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

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

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

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

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

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

NEED (7 POINTS)

B.3. Describe the unmet need that the proposed project/program seeks to address. Include data supporting the need.

The CIC is the key service in the WSFC CoC connecting people who are homeless to available supportive housing resources to address their homelessness. In 2020 the CIC expanded its services to include diversion services to help address the needs of people newly seeking homeless services.

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

Beginning in November 2020, the CIC added diversion services to its toolbox to assist individuals who are new to homelessness either rapidly exit or not enter homelessness at all.

The current tool used by the CIC to prioritize people is the VISPDAT. The CoC is in the process of evaluating tools that more accurately reflect the values and priorities of the CoC. The tool we use may soon change. However the principles of prioritization will be the same. In FY21, 1,030 households were served by the CoC. Of the 1,297 people using ES in FY21, 37% of singles and 35% of families left a shelter in less than 30 days, and 14% stayed in a shelter between for 30- 60 days. Overall there was an average length of stay in the system of 122 days. 39% of admissions to the system came from other homeless shelters, and 19% came from an unsheltered situation.

In the last year, the CIC was able to make 154 referrals to supportive housing programs. This number was constrained by the availability of case managers in both our RRH and PSH programs. In the coming year we are hopeful the RRH and PSH programs will stabilize and we will be able to increase the number of people accessing supportive housing programs.

COLLABORATION (6 POINTS)

B.4. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

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

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

In 2023, we will be on-boarding a new partner to CIC and FRRC, Imprints Cares. Imprints Cares has created a comprehensive framework of services aimed at addressing poverty through a multi-generational model through positive parenting, addressing the social drivers of health, and enhancing opportunities for children and their families to reach their full potential. Among many programs the Imprints family engagement team works with students identified by school administration as being low performing due to a number of risk factors, including housing insecurity. It is through this holistic approach that we are able to support families in cultivating a nurturing home environment, build trusting relationships, and utilize evidence-based resources that equip parents to be their child's first and best teacher. Through a generous grant from the Siemer Foundation, Imprints Cares will be working with housing insecure families trying to prevent their homelessness. Where the loss of housing is unavoidable, the case manager will be trained to provide rapid re-housing services. As part of the Siemer grant the CIC will be adding a Family Outreach Specialist. This will be the first population specific staff at the CIC, and will focus on improving the system of care and access to services for families in the homeless service system.

C. Strategy and Performance

Case Id: 16144

Name: UWFC FY 23-24 CIC Director (CDBG) - 2023/24

Address: *No Address Assigned

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C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles 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. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

We use the North Carolina Homeless Management System (NC HMIS) database to track data and information on the success of our programs across the CoC. The BNL is drawn from the NC HMIS based on data from key access points including shelters and street outreach programs.

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

For the CIC specifically, we used the BNL which is generated from the NC HMIS database. In addition, in our work with

the national Built for Zero initiative, we report the number of chronically homeless, the number of chronically homeless new to the list (inflow), housed (outflow) and the same for veterans.

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

Annual Reports:

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

APR - required by HUD for all CoC funded programs; report is created from data in the NC HMIS system

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

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.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.

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

The CIC has incorporated system improvement conversations into the assessment team. It was through these conversations that the barrier to maintaining case management staff was discussed. This led to the CoC's commitment to evaluate the compensation within the CoC compared to other comparable systems and develop an

improvement plan based on this information. UWFC is currently seeking funding on behalf of the CoC for this project. Other improvement strategies that have been developed through the CIC is improved strategies for helping people who are unhoused ensure that they have critical documentation in hand before they are matched to a supportive housing program so that this does not become a barrier to accessing housing.

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 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
To prioritize access to supportive housing programs to the most vulnerable homeless in our community.	CIC staff in partnership with the emergency shelters and street outreach programs will assess people experiencing homelessness with the VISPDAT	187 people were assessed for prioritization by CIC staff.	350 people will be assessed for prioritization.	350 people will be assessed for vulnerability by CIC staff.
People with the highest vulnerability will be matched to available supportive housing services.	CIC Director will manage the BNL and match the most vulnerable people on the list to open supportive housing programs for which they are eligible.	156 people were matched to supportive housing programs.	250 matches to supportive housing programs will be made by CIC Director.	250 matches to supportive housing program will be made by CIC Director.

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	156	156
FY22-23 Current Year Projected Results	250	250
FR 23-24 Next Year Anticipated Results	250	250
FY 23-24 Next Year Anticipated Results	250	250

C.6. FY 21-22 Program Accomplishments

During FY22 the CIC staff conducted 206 needs assessments, prioritized 187 people, referred 122 people to rapid rehousing, 33 people to permanent supportive housing and 1 person to an EVH voucher.

BNL average is the highest it's been since 2018, so there has been an increase in the amount of people homeless in our community. More households and matches were made this year compared to last year, this year the CIC started to see more movement across programs following the pandemic. The CIC was provided with a new matching resource through the new EHV vouchers. The number of RRH referrals decreased from last year but the amount of PSH referrals increased. Both Chronic and Veteran numbers increased as affordable housing has become more and more sparse.

During the year the Assessment team met every other Monday to review the BNL, discuss difficult cases, and develop strategies for system improvement. The CIC Assessment team spent a lot of time this year finding its feet and creating a new sense of normalcy following the pandemic crisis. The CIC started to find time and space for having more process improvement conversations and plans. This year the CIC staff continued to lead and provide support to our diversion, prevention and outreach efforts, as well as manage the CIC phone line and facilitate shelter placement of households being discharged from medical institutions. During winter overflow season the CIC facilitated the family overflow strategy.

In addition to the regular assessment team, the CIC helped to coordinate a weekly meeting of the street outreach providers to review the Unsheltered List. Because one of the main street outreach providers does not currently enter data into HMIS, the BNL for people who are unsheltered is kept manually. Over the course of the last year, the unsheltered list grew and is currently at about 243 known people living on the street. The CIC staff have been working with the street outreach teams and are hopeful in 2023 the unsheltered list will be fully incorporated into HMIS.

Another significant accomplishment of the CIC over the last two years has been the Diversion and Prevention strategy implementation. Prior to the implementation of the diversion strategy the CIC had no tools to support people who were new to the system and have relatively low barriers. In the last year the diversion program helped 20 families renegotiate staying in their homes after an eviction, and 83 families maintain living with friends or family. This represents over 100 households who did not need to come into shelter during the year.

C.7. FY 22-23 Key Objectives

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

D. Organizational Capacity

Completed by kathleen.wiener@uwforysyth.org on 11/14/2022 3:55 PM

Case Id: 16144

Name: UWFC FY 23-24 CIC Director (CDBG) - 2023/24

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 are:

- Community investments in the areas of Economic Mobility and Socioeconomic Wellbeing
- 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 support programs across Forsyth County that serve citizens of our community with a wide range of human services. 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 Housing Matters Initiative 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?

99 years

D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?

For 99 years, United Way of Forsyth County (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 Economic Mobility and Socioeconomic Wellbeing. In addition, UWFC is a leader in our community in addressing human service needs with data-informed decision-making, which allows us to focus every dollar of our investments on

its highest and best use for achieving real, lasting change in our community.

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

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

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Director, CIC	Manages the By-Name List (BNL); prepares files for referral to supportive housing providers, reviews and analyzes system flow issues and makes recommendations to the CoC. Coordinates the bi-weekly assessment team meetings, and the weekly prevention meetings.	40	50.00 %
Executive Director, Strategic Housing Initiatives	Supervision/management	40	5.00 %
Director, Diversion Strategies	Leads implementation of the Diversion strategy across the CoC	40	0.00 %
Director, Outreach Services	Leads implementation of strategies to identify and assess people for prioritization, including managing the weekly unsheltered meeting.	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
Dr. Antonia Monk Richburg, Ph.D.	President and CEO	\$225,000.00	0.00 %
Cynthia S. Gordineer	Out going President and CEO	\$218,309.98	0.00 %
William Stone, Jr.	Chief Finance Officer	\$156,560.00	0.00 %
Debbie Wilson	Chief Impact Officer	\$122,558.82	0.00 %
Mark Uren	Vice President Resource Development	\$149,992.45	0.00 %

D.6. Attach an organizational chart



Organizational Chart *Required

UWFC Organization Chart _11.2.22.pptx

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. Best practices for accessing a diverse hiring process and candidate pool include:

UWFC advertises open positions on our own website, the WS Journal, The Chronicle, NC Center for Nonprofits and Indeed, which reach a broad audience of job seekers. Applicants are screened by HR staff to assess whether 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, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	3	1		6	5	1
Professionals	3	1		5	4	
Technicians						
Office/Clerical				2	1	
Laborers/Service Workers						
Total Full-Time	6	2	0	13	10	1

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers				1		
Professionals		1		3	2	
Technicians						
Office/Clerical				1		
Laborers/Service Workers						
Total Part-Time/Temp	0	1	0	5	2	0

D.8.

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

2022 UWFC Board Roster.doc

2022 COEH Board Members.docx

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. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.

This project is currently operational; continued funding will ensure uninterrupted services.

D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?

The United Way of Forsyth County has been a community leader in responding to our community's greatest human service needs for 99 years. Prior to the pandemic we have been members of Communities Organizing Against Disaster (COAD), were active in helping coordinate services to the community during Hurricane Florence and provided support to the State Emergency Shelter that was stationed in Forsyth County.

The pandemic was a unique disaster response. Our office was quickly able to adapt to remote work, in particular, most members of the Housing Matters team were already equipped with mobile technology to allow them to bring services to people experiencing homelessness. Within the first week of the pandemic declaration, UWFC began the CoC daily check-in call (now a weekly call), and provided coordination and support to the congregate shelters in reorganizing and retooling their facilities in order to keep people safe. In addition, we worked intimately with the County Public Health Department to develop an isolation shelter and with the City of Winston-Salem, City with Dwellings and the Bethesda Center for the Homeless to develop and implement a shelter for people who were medically fragile, and supported the street outreach teams in accessing supplies to support encampments, we also supported the coordination of access to personal protective equipment for staff and program participants.

One of the most successful strategies we adopted during the pandemic was the daily, now weekly "check-in call." The purpose of the call is to allow space in the week for key shelter staff to share an update on the status of their shelter population and bring forward to the collective any emergent issues. One such issues which happened this year was the rise of Monkey Pox. Through the weekly check-in call shelters were able to communicate about rising concerns among the shelter guests about Monkey Pox, and bring in education for both staff and guests. This weekly check-in call can also benefit the diversion program by allowing the CIC staff to keep abreast of emergent issues in the shelters which they may be able to assist with.

Another response that United Way played during the pandemic was to bring multiple community funders together to develop a \$2 million dollar pandemic relief fund which helped many smaller organizations, including many within the CoC adapt to remote work, and address the new requests for assistance both in type (such as people being evicted from hotels) and scale.

D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?

United Way of Forsyth County has made the commitment to engage, and we have dedicated resources to understand how we experience equity issues, the impact of these issues on Forsyth County, and what we can do to address these issues. We understand that equity is already implicit in our existing approach to community impact and gives United

Way a solid foundation on which to deepen and strengthen equity as a process and an outcome. Our goal is that equity becomes part of the DNA of who we are and how we work with our community to create positive change. In 2021, UWFC Board and staff began the process of evaluating our organization and all of our policies and practices with an equity lens. Since this initial evaluation the Board and Staff have identified a diverse set of strategies for the organization to implement to improve how we operate in a more equitable way.

At an organizational level this includes changes in how we market open positions, overall organizational communication strategies, as well as a review of our staff handbook.

As this organization vision of equity intersects with our implementation of the CIC program, we have several policies and practices which directly impact equity including our fair housing policy, an ongoing analysis of our services data with an equity lens, and currently a re-evaluation of the prioritization tools we are using to more accurately reflect the values of the CoC to specifically address the needs of marginalized and underserved populations within our community.

E. Cost Effectiveness

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11:21 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 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$10,826,077.00	\$10,826,077.00	\$10,826,077.00
Fundraising	\$1,080,937.00	\$1,080,937.00	\$1,080,937.00
Management and General	\$1,059,378.00	\$1,059,378.00	\$1,059,378.00
Total Expenditures by Program	\$12,966,392.00	\$12,966,392.00	\$12,966,392.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$2,601,665.00	\$2,601,665.00	\$2,601,665.00
Employee Benefits	\$653,430.00	\$653,430.00	\$653,430.00
Facility Rent and Utilities	\$138,612.00	\$138,612.00	\$138,612.00
Training and Conference Registration	\$37,488.00	\$37,488.00	\$37,488.00
Membership and Dues	\$216,180.00	\$216,180.00	\$216,180.00
Travel and Transportation	\$15,492.00	\$15,492.00	\$15,492.00
Grants to Individuals and Organizations	\$7,368,223.00	\$7,368,223.00	\$7,368,223.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$1,326,400.00	\$1,326,400.00	\$1,326,400.00
Other Operating Expenditures	\$608,902.00	\$608,902.00	\$608,902.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$12,966,392.00	\$12,966,392.00	\$12,966,392.00

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$1,789,135.00	\$1,789,135.00	\$1,789,135.00
Forsyth County	\$9,695.00	\$9,695.00	\$9,695.00
State of North Carolina	\$168,000.00	\$168,000.00	\$168,000.00
Federal Government	\$1,274,497.00	\$1,274,497.00	\$1,274,497.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00

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Memberships	\$0.00	\$0.00	\$0.00
Donations	\$9,158,013.00	\$9,158,013.00	\$9,158,013.00
Foundation Grants	\$760,024.00	\$760,024.00	\$760,024.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$280,000.00	\$280,000.00	\$280,000.00
Total Revenues by Category	\$13,439,364.00	\$13,439,364.00	\$13,439,364.00

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

allocations, designations and administrative fees

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
2022	CoC, CV, CDBG, ESG	\$1,789,135.00
2021	CoC, CV, CDBG, ESG	\$3,252,968.00
2020	CoC, CV, CDBG, ESG	\$3,252,968.00
2019	CoC, CDBG, ESG	\$934,000.00
2018	CoC, CDBG, ESG	\$889,600.00

E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Director, CIC	\$35,000.00	\$35,000.00	CoC, UWFC Private funds
Director, Outreach Services	\$0.00	\$65,000.00	CoC, UWFC Private funds
Director, Diversion Services	\$0.00	\$65,000.00	CoC, State ESG, UWFC, Private, SSVF
	\$35,000.00	\$165,000.00	

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.

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

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

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

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

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

NA

SUSTAINABILITY (7 POINTS)

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

UWFC is dedicated to fulfilling its commitment to being the backbone organization for the CoC, providing system coordination, coordinated entry support and fiscal management of charitable funds other than the Federal HUD grants. It is anticipated all current funding specifically for this work, including City funding, will continue to support the work of the new CoC strategic plan including the operation of the HUD requirement for the Community Intake Center which is the CoC's coordinated entry program.

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

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

We do not anticipate any barriers to implementation.

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

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

AVERAGE COST (5 POINTS)

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

Proposed funds from the City for this project:	35,000
Number proposed to be served for the year:	350
Average City funds per beneficiary:	100
Proposed funds from all sources:	200,000
Number proposed to be served for the year:	350
Average total funds per beneficiary:	5,701

F. Required Documents

Completed by kathleen.wiener@uwforysyth.org on 10/31/2022 4:24 PM

Case Id: 16144

Name: UWFC FY 23-24 CIC Director (CDBG) - 2023/24

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_2020_complete.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 Accounting Policies & Procedures Summary Document 2008.doc

UW Anti Discrimination Policy.docx

UW Fair Housing and Non Discrimination Policy.docx

UW Personnel Policies.pdf

UW Procurement Policy.PDF

IRS 501(c)3 Designation Letter *Required

UW 501(c)3 explanation letter.pdf

UW 501(c)3.pdf

Audited Financial statements or third-party review from 2020 and 2021 **Required*

UW Audit FY 20-21 final.pdf

UW audit FY1920.final.pdf

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

****Required***

UW NCSL 11.15.21_11.15.22.pdf

Other

*****No files uploaded***

G. Income Based Projects/Services Only

Case Id: 16144

Name: UWFC FY 23-24 CIC Director (CDBG) - 2023/24

Address: *No Address Assigned

Completed by kathleen.wiener@uwforysith.org on 11/14/2022 3:56 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	20
51% to 80% of median	5
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

For all UWFC programs that support projects such as CIC and FRRRC for which specific eligibility must be determined, staff engages 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 collects critical information including copies of identifying information, verification of homelessness from HMIS, and requests documentation from non-HMIS providers outside of our CoC for dates served. For Disability documentation, CIC staff help participants request verification from medical professionals to be provided with a referral to a supportive housing program. For income verification, CIC staff request proof of income documentation from applicants.

FRRRC staff relies 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 the 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.

H. Construction/Rehab Only

Completed by kathleen.wiener@uwforyth.org on 10/31/2022 4:21 PM

Case Id: 16144

Name: UWFC FY 23-24 CIC Director (CDBG) - 2023/24

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 and provide 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.

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	Govt Funding
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Documentation

Development budget 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*

Participant/program data sample report

***No files uploaded*

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

***No files uploaded*

Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format.

***No files uploaded*

I. Emergency Shelter Only

Case Id: 16144

Name: UWFC FY 23-24 CIC Director (CDBG) - 2023/24

Address: *No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 10/31/2022 4:21 PM

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by kathleen.wiener@uwforyth.org on 10/31/2022 4:21 PM

Case Id: 16144

Name: UWFC FY 23-24 CIC Director (CDBG) - 2023/24

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

Rapid Rehousing Services

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

HMIS/Data Collection Budget

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

Submit

Completed by kathleen.wiener@uwforysyth.org on 11/16/2022
11:22 AM

Case Id: 16144

Name: UWFC FY 23-24 CIC Director (CDBG) - 2023/24

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 11/16/2022 11:21 AM

IDIS Setup

No data saved

Case Id: 16144

Name: UWFC FY 23-24 CIC Director (CDBG) - 2023/24

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