

A. Organization & Contact Information

Completed by kathleen.wiener@uwforysyth.org on 11/14/2022
12:49 PM

Case Id: 16148
Name: UWFC FY 23-24 Diversion Assistance - 2023/24
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

UWFC FY 23-24 Diversion Assistance

A.3. FY 2023-24 Funding Request Amount

\$48,000.00

A.4. Agency's Total Operating Budget

\$13,439,364.00

A.5. Mailing Address

301 N Main 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

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@uwforysyth.org on 11/14/2022
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Case Id: 16148

Name: UWFC FY 23-24 Diversion Assistance - 2023/24

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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 vital part of the Winston-Salem/Forsyth County Continuum of Care's (CoC) coordinated response to homelessness. The CIC screens individuals as they are entering homeless services and prioritize them on the community's by-name list commonly referred to as the BNL. The BNL helps the community prioritize which of the many people in our community experiencing homelessness will receive supportive housing services and connections to mainstream services. For many years the scope of services the CIC referred people to was either Rapid Re-Housing or Permanent Supportive housing. These programs are designed to serve people with a moderate to deep level of service. Not all households need this intensive level of support. The CIC Diversion program will work to identify people as they first enter homeless services with low to moderate service needs and assist them in developing and implementing an achievable permanent housing plan using the techniques common in diversion (motivational interviewing, mediation, and problem-solving). The diversion staff will provide "light touch" services, focused on supporting people who only need light support to exit homelessness but are unlikely to be prioritized into a supportive housing program. With this focus, the diversion team will be able to work on the CoC's goal of decreasing the length of time people are experiencing literal homelessness as well as the CoC's goal of reducing the number of first time homeless in our system.

The currently 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. So this tool may soon change. However the principles of prioritization will be the same. The target population for this project is people with low to moderate barriers, currently identified as people experiencing homelessness who have a VISPDAT score of 7 or less. In FY21 1030 households were served by the CoC. Approximately 70% of people on the BNL have a VISPDAT score of 7 or less, meaning about 300 households a year may be eligible for diversion services.

The Diversion Program will serve an estimated 100 households over the course of a year. Of the 1297 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. The DS will meet individually with eligible households and identify the strengths they have personally and within their natural support system and will help the individual develop a plan to move into permanent housing and then provide follow-up support for 4-6 weeks. The funds from these grants will be used for client assistance funds to help them actualize their plan to remain in permanent housing and screening staff.

The CIC Diversion Project will improve the rate of exit to permanent housing for individuals in shelters and reduce the average length of stay across the CoC.

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

Printed By: Tanya Banner on 12/13/2022

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from participation?

Clients will be referred to the Diversion Specialist through the CIC Line which people can call for housing assistance or through shelter or street outreach referrals into the CIC directly.

The first meeting with the client will be fairly intensive and lengthy, focused on identifying the client's goals and the personal assets and mainstream community resources available to help them meet those goals. The client should leave this meeting with a clear vision of their path to avoid homelessness and the strategies needed to navigate the path. The Diversion staff will use techniques such as motivational interviewing, mediation, negotiation and other skills to help the client identify housing options as well as support the client in identifying who in their natural support networks will be good resources for them to address their current housing crisis. For some households, temporary financial assistance may be provided to assist the client with rent, utilities or other critical services. The Diversion Specialist will then have 2 to 6 weeks of follow-up calls/meetings with the client to encourage them to achieve their goals and/or to help them reassess goals or refine their strategy for entering and maintaining permanent housing.

Clients will benefit from these services by minimizing the amount of time they spend in an emergency shelter, they will be supported in connecting to other mainstream services that can help them address the issues that are impacting their housing stability.

NEED (7 POINTS)

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

This program is targeting people who are newly entering homeless services. Based on FY2021 system performance data, 66% (529) of the people entering homeless services report being first time homeless. The current homeless system has aligned many of its resources either into emergency response, including shelter and street outreach, or longer term supportive housing services which are currently prioritized to people who have medium to long stays in the homeless system. This program will focus on providing services to people as they approach the shelter door, with the goal of either diverting them from shelter and stabilizing them in their current residence, or helping those who have entered shelter quickly resolve their challenges and return to housing.

One example of successful diversion services happened for a family who called late afternoon around 4:00pm reporting their family of five was going to be padlocked out of their apartment at 9:00am the next morning. The father had called asking for a shelter referrals. The CIC Diversion staff, after discussing with the family their different options was able to negotiate with the property manager who agreed to cancel the lock out/ eviction with the CIC's pledge to assist the family with rental arrears. At an estimated cost per person of \$30 per night for shelter, it would cost approximately \$1,080 per week. Most families spent 60 to 180 day, which would equate to \$9,000 to \$27,000. By investing this \$1,000 in paying off the arrears the diversion program was not only more cost effective, but the end result was this family was able to keep their home and avoid the disruption of the eviction.

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 Community Intake Center (CIC) is built on a model using collaborative relationships as its foundation. UWFC in partnership with the CoC membership developed the CIC as a collaboration between members of the CoC to identify, prioritize and match individuals experiencing homelessness to housing-focused services. As a part of this vision, we work with every CoC and ESG-funded program in the community to identify people in need of homeless services and match them to available supportive housing programs and other mainstream services. In addition, the CIC staff and other team

members from the UWFC Housing Team work with mainstream providers such as DSS, United Health Center, Partners, and others to improve access to housing for people experiencing homelessness. The partnerships CIC staff build within the CoC and with mainstream providers help create the bridges to services people experiencing homelessness need to successfully access non-homeless specific services which will support them in their transition out of homelessness.

This diversion program was built out of these relationships to help meet the unmet need of people on the verge of becoming homeless; by providing some light-touch resources diversion may help them remain successfully housed. All of the CIC projects rely on multi-agency work groups to participate in planning, implementation, operation, oversight, and performance measurement.

C. Strategy and Performance

Completed by kathleen.wiener@uwforysyt.org on 11/14/2022 2:46 PM

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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:

BNL- this report generated weekly provides prioritization detail for all individuals currently in the homeless service system.

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

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

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.

CAPER: an annual report for ESG funded programs

Stella P: based off of the Longitudinal System Analysis (LSA) report the Stella P program provides data visualization for CoC system performance.

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. When staff identifies areas that are not supporting the swift resolution of participants' housing crises, 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. Sometimes these improvements are small changes to how referrals are sent, how/where first contact with clients is made while other times the system changes involved coordination of multiple partners, such as evaluating the system for housing inspections and re-inspections.

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
Divert 100 first time homeless people from homelessness	Case Management, temporary financial assistance, mediation, goal	53 of 77 people exited the diversion program to permanent housing	85 of 100 people will be successfully diverted to permanent housing.	85 of 100 people will be successfully diverted.

	setting, connection to mainstream services			

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	77	77
FY 21-22 Current Year Projected Results	100	100
FY 22-23 Next Year Anticipated Results	100	100
FY 21-22 Previous Years Results	364	364
FY22-23 Current Year Projected Results	300	300
FR 23-24 Next Year Anticipated Results	300	300
FY 23-24 Next Year Anticipated Results	300	300

C.6. FY 21-22 Program Accomplishments

The biggest challenge of the FY21-22 program year was the rapid increase in the number of evictions after the federal eviction moratorium was lifted. From January 1, 2022 through September there were 21,389 evictions filed in Forsyth County (Eviction Diversion Network Report from Clerk of Court), pre-pandemic the annual number of evictions in Forsyth County were about 10,000 per year (evictionlab.org). While there were many new resources to help renters facing eviction coming out the the COVID related eviction moratorium, they were primarily focused on preventing evictions and not preventing homelessness. This Diversion program was able to help 20 families facing eviction renegotiate with their landlords to pay off the arrears and continue to let the family remain in their home.

In the current housing market in Winston-Salem, which includes an estimated 16,000 unit shortfall in available housing, the reality is for many people, permanent housing involves doubling up, having roommates and relying on friends and family. One man who came seeking shelter was staying with a friend because he was down on his luck. He had been helping the household by paying some rent. He then had some health problems which prevented him working. When he could no longer contribute to the household, he felt he had to leave and sought emergency shelter. Because he was not officially on the lease the diversion program could not pay rent as the client had been, but instead was able to pay the Duke Energy bill for the household, which convinced the client's friends to let him live there longer while he addressed his health problems and sought employment. The Diversion program helped 83 people remain housed by continuing to share housing with family or friends with a "permanent" arrangement, meaning there was no specific end date.

The Diversion Program also helped 9 people remain with friends or family temporarily while they sought other housing accommodations. One mother and her children had been staying with a friend who was ready for her to leave. The mom had already been approved for an apartment of her own, but the apartment was not ready. With the support of the diversion specialist the mother was able to convince the friend to give her a little more time to stay

while she finished the leasing process, thus avoiding destabilizing her kids further by having to relocate to a shelter or possibility living in their car.

C.7. FY 22-23 Key Objectives

The goal for the 22/23 year will be to increase the number of households receiving diversion assistance and reducing the inflow of first time homeless into shelters as well as reduce the length of stay for those newly entering shelter. In addition, the United Way diversion specialist will be seeking certification in training people in diversion skills so she can help spread the knowledge of how to support ending homelessness with diversion strategies to more shelters and staff across the CoC.

D. Organizational Capacity

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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 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 by 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. Prior to the Pandemic, UWFC supported the WSFC CoC's implementation of the Ten Year Plan to End Chronic Homelessness which lead to 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.

When the pandemic started, the Housing Matters team helped the homeless service system realign its shelter and housing services to better meet the needs of some of our community's most vulnerable members. Changes to the system included revamping mass shelters to allow for social distancing, operating a non-congregate shelter for medically fragile people and expediting housing placements for them, and coordinating weekly check-in calls to help monitor the situation in the shelters related to the pandemic.

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 of Diversion Services	Weekly meetings with clients to assess their housing barriers, and develop re-housing strategies	40	0.00 %
CIC Screener	Answer's incoming calls on the Community Intake Center call line, and screens people into the diversion strategies.	20	50.00 %
Executive Director, Strategic Housing Initiatives	Oversees overall implementation of the program	40	0.00 %
Director, CIC	Manages the Community Intake Center's By-name prioritization list, connects individuals to open services in the community that will assist them with their housing needs.	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	President and CEO	\$225,000.00	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 %
Cynthia S. Gordineer	Out going President and CEO	\$218,309.98	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. The hiring director reviews all applications from candidates meeting minimum qualifications, and top candidates are selected for interviews. Interview teams are chosen to represent the program or department hiring. Once a leading 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 in operation. Current Diversion funds are from a CDBG CARES grant.

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.

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 for equity to become 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 and specifically this diversion program, we have several policies and practices which directly impact equity including our fair housing policy, an on-going 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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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	\$10,823,077.00	\$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	\$12,963,392.00	\$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

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
Diversion Screener	\$5,000.00	\$10,000.00	United Way
Temporary Financial Assistance	\$38,000.00	\$0.00	
Director of Diversion Services	\$5,000.00	\$56,750.00	CoC
	\$48,000.00	\$66,750.00	

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 Diversion Screener will help identify people who call the CIC who would be eligible for diversion assistance. The Director of Diversion Services will work with each household to develop a plan to remain in permanent housing or quickly reenter a stable housing situation, in addition, the Director will review requests for financial assistance from other emergency shelter programs to assist clients with diversion strategies. The temporary assistance funds will be used to support the clients implementation of that plan whether it is paying a deposit, first month's rent, paying off arrears, or a furniture voucher. The interventions are intended to be short-term, one-time or limited support.

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.

Staff at all other emergency shelters, including Samaritan, Salvation Army and Bethesda Center have been trained in diversion assistance and support many people through the diversion process. They rely on access to the collective

pool of temporary financial assistance funds to assist clients.

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 will utilize the funds provided to the diversion program to the extent they are provided. If a different amount of funding is provided than requested we can scale up or down our financial support and/or the number of households assisted. It is not the intent of this program that every diversion case will need financial assistance.

The prior funds for the Diversion program were awarded as part of the CARES funding for CDBG-- the \$215,000 was awarded in 2020 and covered the period of July 2020 to June 2023. The award in 2020 was based on anticipating a significant and unique impact related to the pandemic.

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/regional coordinator for the CoC, including providing system coordination and fiscal management of charitable funds other than the Federal HUD grants, operating the Community Intake Center and The Forsyth Rapid Re-Housing Collaborative. It is anticipated all current funding specifically for this work, including City funding, will continue to support the work of the CoC strategic plan including the operation of the HUD requirement for the Community Intake Center which is the CoC's coordinated entry program.

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

BARRIERS (3 POINTS)

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

We do not anticipate any barriers.

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

We do not anticipate any institutional barriers.

AVERAGE COST (5 POINTS)

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

Proposed funds from the City for this project:	48,000
Number proposed to be served for the year:	100
Average City funds per beneficiary:	480
Proposed funds from all sources:	113,750
Number proposed to be served for the year:	100

Average total funds per beneficiary:	1,137.5
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F. Required Documents

Case Id: 16148

Name: UWFC FY 23-24 Diversion Assistance - 2023/24

Address: *No Address Assigned

Completed by kathleen.wiener@uwforysyt.org on 10/31/2022 2:37 PM

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

UW Code of Ethics.pdf

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

UW 990_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 Personnel Policies.pdf

UW Procurement Policy.PDF

UW Anti Discrimination Policy.docx

UW Fair Housing and Non Discrimination Policy.docx

IRS 501(c)3 Designation Letter *Required

UW 501(c)3.pdf

UW 501(c)(3) explanation letter.pdf

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

UW audit FY1920.final.pdf

UW Audit FY 20-21 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: 16148

Name: UWFC FY 23-24 Diversion Assistance - 2023/24

Address: *No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 11/14/2022 2:53 PM

G. Income Based Projects/Services Only

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

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

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

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

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

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.

H. Construction/Rehab Only

Completed by kathleen.wiener@uwforyth.org on 10/31/2022 2:39 PM

Case Id: 16148

Name: UWFC FY 23-24 Diversion Assistance - 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.

Printed By: Tanya Banner on 12/13/2022

21 of 26

we are not applying for this type of funding.docx

Participant/program data sample report

we are not applying for this type of funding.docx

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

we are not applying for this type of funding.docx

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

we are not applying for this type of funding.docx

I. Emergency Shelter Only

Case Id: 16148

Name: UWFC FY 23-24 Diversion Assistance - 2023/24

Address: *No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 10/25/2022 3:13 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 10/25/2022 3:19 PM

Case Id: 16148

Name: UWFC FY 23-24 Diversion Assistance - 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 9:49 AM

Case Id: 16148

Name: UWFC FY 23-24 Diversion Assistance - 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 9:49 AM

IDIS Setup

No data saved

Case Id: 16148

Name: UWFC FY 23-24 Diversion Assistance - 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