

# A. Organization & Contact Information

**Case Id:** 16147  
**Name:** UWFC FY 23-24 Winter Overflow - 2023/24  
**Address:** \*No Address Assigned

Completed by kathleen.wiener@uwforysith.org on 11/14/2022 2:57 PM

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## A. Organization & Contact Information

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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 Winter Overflow

### A.3. FY 2023-24 Funding Request Amount

\$50,000.00

### A.4. Agency's Total Operating Budget

\$13,439,364.00

### A.5. Mailing Address

301 N Main Street, Suite 1700 WS, NC 27101

### A.6. Project/Program Location Address

502 N Spring St 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@uwforysith.org

#### A.14. Phone

(336) 721-7333

### CONTACT

#### A.15. Name, Title

Andrea Kurtz, Executive Director, Strategic Housing Initiatives

#### A.16. Email

andrea.kurtz@uwforysith.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 3:03 PM

Case Id: 16147

Name: UWFC FY 23-24 Winter Overflow - 2023/24

Address: \*No Address Assigned

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### B. Project Overview

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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?**

This project provides funds to support a winter overflow shelter for people experiencing homelessness during the four months of the year when the weather is most inhospitable to people sleeping outside - between December 1 and March 31.

As the fiscal agent/ regional coordinator for the CoC, United Way of Forsyth County (UWFC) manages this project. On an annual basis the primary shelters within the CoC develop a winter overflow plan for the community and designate a primary lead agency to oversee the plan implementation. For the last 10 years the CoC has selected City with Dwellings (CwD) to run the winter overflow shelter strategy for adults. The primary goal of this project is to make sure every person seeking shelter in the winter is provided with a hot meal and a safe, warm place to sleep.

Beginning in 2021, because of the growing number of unsheltered families the CoC developed a family overflow strategy. During the initial season this strategy was managed by UWFC. Starting in 2022, UWFC will coordinate but the implementation will be lead by The Bethesda Center.

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

In 2020/21 because of the COVID pandemic the CoC did not operate winter overflow standing shelters. For the first time since 2012 it only operated a white flag site, coordinated by CwD and Experiment in Self Reliance. In the winter of 21/22 CwD ran a hybrid version of the overflow plan and operated two standing sites of 20 beds each, one for men, one for women, and a white flag site for nights with inclement weather. Based on the results from last year, this will again be the plan for FY22/23.

Unsheltered individuals will be connected to the 40 standing beds through a prioritization tool which evaluate the individuals health, unsheltered status, and history of using either traditional shelter or overflow in the past. Preference is given for those with significant health impairments who are willing to consent to a low barrier shelter in a church basement for the winter and have a demonstrated avoidance of other shelters or willingness to access a white flag site. This prioritization will be done by the street outreach committee in coordination with the CIC.

For the white flag site, on nights when the weather is below 38 degrees with precipitation or below 32 degrees the shelter will open. Individuals will check in at Bethesda center and once all other shelters are at capacity, individuals will be provided transportation to the church providing the white flag site.

#### NEED (7 POINTS)

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

During the winter months of December through March, the weather is often inhospitable to people sleeping outside or in places not meant for human habitation. During this period of time, the community often sees a spike in the number of people requesting emergency shelter beyond the capacity of the year-round shelter programs.

During the winter of 2021/22 there were 250 people identified as unsheltered by street outreach teams. As of November 2022 there are 243 people known to be unsheltered.

**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 Winter Overflow is a collaboration between the WS/FC CoC, UWFC, CwD, other local shelters and faith communities. The CoC in partnership with CwD meet in the late summer to assess the size of the street population and the weather predictions for the upcoming winter. Based on these findings the shelters develop a winter strategy for meeting the increased demands for shelter.

In surveying the unsheltered populations, outreach staff learned many people living in established encampments would prefer to remain in their encampments unless the weather becomes too dangerous for them to be outside. There is also a contingent of people who identified that while traditional shelters do not work for them, they would like an option for a consistent shelter bed during the winter months. In trying to meet the identified needs and preferences of this diverse population, the shelter committee in FY21/22 developed a hybrid plan to offer limited capacity for seasonal shelter beds as well as a white flag site.

During the overflow season, CwD maintains daily contact with the year-round shelters to ensure their beds are full before moving people into overflow and to identify shelter options for people they can not serve, such as families with minor children.

The primary focus of this project is emergency overflow beds, but like all shelters we will evaluate the success of the shelter program based on bed utilization, and exits to permanent housing.

## C. Strategy and Performance

Completed by kathleen.wiener@uwforysyt.org on 11/14/2022 3:04 PM

Case Id: 16147

Name: UWFC FY 23-24 Winter Overflow - 2023/24

Address: \*No Address Assigned

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## C. Strategy and Performance

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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 HMIS database to track data and information on the success of our programs across the CoC. In addition, we work with staff from agencies across the CoC to individually track key data which will help them evaluate their effectiveness in helping people get housed.

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

Annual Reports:

LSA - Required by HUD for the CoC to submit annually; report is created from data in the NC HMIS system and is being

revised to be more detailed and population-specific

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

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

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 goal of the winter overflow is to provide a warm place to sleep for all people experiencing literal homelessness during winter months. If the demand for shelter exceeds the capacity of CwD to shelter them, the CoC will work with CwD to divert people from the overflow shelter to other housing opportunities such as temporarily staying with friends/family or for those with income staying in a hotel/motel.

**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
Provide emergency overflow shelter in winter	Will run 2- 20 bed church based shelters for people experiencing street homelessness.	Work with 40-60 unsheltered individuals to provide winter shelter services	Work with 40-60 unsheltered individuals to provide winter shelter services	Work with 80-100 unsheltered individuals to provide winter shelter services
Operate a white flag	Will partner with one	served about 20	will serve 50-75	will serve 50-75

site on nights when the weather is below 32 F or below 38 with precipitation.	local church to provide a warming shelter/white flag site.	unique people over the season.	people over the season	people over the season
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	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	103	103
FY22-23 Current Year Projected Results	100	100
FR 23-24 Next Year Anticipated Results	100	100
FY 23-24 Next Year Anticipated Results	100	100

**C.6. FY 21-22 Program Accomplishments**

For the FY 21/22 overflow season CwD provided care for 103 people.

While the focus of this program is emergency overflow, during last season CwD assisted 5 people in exiting to permanent housing and 12 people who had been unsheltered were able to transition to a permanent shelter bed.

**C.7. FY 22-23 Key Objectives**

The objective of the overflow shelter response is to provide extra capacity to address the overflow needs during dangerous, inclement weather.

## D. Organizational Capacity

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Case Id: 16147

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Address: \*No Address Assigned

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### D. Organizational Capacity

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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
Shelter Monitor Overflow Shelters	Provides overnight monitoring of overflow shelters, including overseeing client safety. 4 monitors, at two shelters from December 1 to March 31.	160	100.00 %
Monitors White Flag Site	Provides overnight monitoring for the white flag site when in operation. 2 staff, estimated to operate for 15 nights, 12 hour shifts for a total of 360 hours.	0	100.00 %

**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
Antonia Monk Richburg, Ph.D.	President and CEO	\$225,000.00	0.00 %
Cynthia S. Gordineer	Outgoing President and CEO	\$218,309.98	0.00 %
Mark Uren	Vice President Resource Development	\$14,992.45	0.00 %
William Stone, Jr.	Chief Finance Officer	\$156,560.00	0.00 %
Debbie Wilson	Chief Impact Officer	\$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						
<b>Total Full-Time</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>13</b>	<b>10</b>	<b>1</b>

**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						
Laborers/Service Workers						
<b>Total Part-Time/Temp</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>0</b>

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

**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.

As it relates specifically to this project, when the pandemic hit in 2020 and lingered well past the winter of 20/21 the United Way assisted the CoC pivot from the large scale 100 bed overflow model to a strictly white flag site. Since then with feedback from people with lived experience, CwD and the CoC have developed the hybrid model for winter shelter options.

**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

Case Id: 16147

Name: UWFC FY 23-24 Winter Overflow - 2023/24

Completed by kathleen.wiener@uwforyth.org on 11/16/2022 9:51 AM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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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
<b>Total Expenditures by Program</b>	<b>\$12,966,392.00</b>	<b>\$12,966,392.00</b>	<b>\$12,966,392.00</b>

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
<b>Total Expenditures by Category</b>	<b>\$12,966,392.00</b>	<b>\$12,966,392.00</b>	<b>\$12,966,392.00</b>

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
<b>Total Revenues by Category</b>	<b>\$13,439,364.00</b>	<b>\$13,439,364.00</b>	<b>\$13,439,364.00</b>

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
Shelter Monitors, white flag	\$7,200.00	\$7,200.00	private donations
shelter monitors, seasonal beds	\$42,800.00	\$20,000.00	private donations
Shelter operations	\$0.00	\$30,000.00	in-kind, private donations
	\$50,000.00	\$57,200.00	

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

The City resources are used to cover staffing or operational costs for the winter overflow strategy for the CoC. UWFC manages these funds for the CoC and subcontracts with the agency the CoC selects to operate the seasonal shelter plan; currently this partner is City with Dwellings (CwD).

The site monitors for the White Flag site only work on nights when the weather dictates the shelter opens.

The Shelter Monitors for the seasonal overflow work every night from Dec 15 to March 31.

Shelter operations can include space costs, mattresses, blankets, food, cleaning supplies, cleaning services, bed bug decontamination etc.

**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.**

CwD partners with several local faith communities to provide support, staffing, meals, comfort and hygiene products for the seasonal shelter guests.

**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 were encouraged by CoC staff to ask for additional funds because of the significant shift in the unsheltered population from est 30-50 people pre-pandemic to 243 currently on the street.

**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.**

Both UWFC and CwD anticipate all current funding will remain committed to the overflow shelter. If there are funding losses CwD and UWFC will work with the CoC and the Mayor's office to identify sources of funds to help cover the shortfall.

**BARRIERS (3 POINTS)**

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

We do not anticipate barriers to implementation.

**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 barriers to implementation.

However, we will note here, one of the largest barriers to operating a cost effective overflow plan is the State Zone law prohibition on sleeping more than 20 people per church site. Many of the facilities we use for overflow could easily, safely, and humanely accommodate more people. But because the State Zoning law singles out churches and caps the number of people they can house for a homeless shelter, regardless of the size of the facility we can only house 20 people. If this law were amended, and we could set a cap based on the occupancy capacity of the facility and/or in conversation with local safety /fire inspectors we would be able to serve more people, with out exponentially increasing costs.

**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:	50,000
Number proposed to be served for the year:	100
Average City funds per beneficiary:	500
Proposed funds from all sources:	107,200
Number proposed to be served for the year:	100
Average total funds per beneficiary:	1,072



## F. Required Documents

Completed by kathleen.wiener@uwforsyth.org on 10/31/2022 3:04 PM

Case Id: 16147

Name: UWFC FY 23-24 Winter Overflow - 2023/24

Address: \*No Address Assigned

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## F. Required Documents

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Please provide the following information.

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### Documentation

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**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.pdf



UW 501(c)(3) explanation letter.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: 16147

Name: UWFC FY 23-24 Winter Overflow - 2023/24

Address: \*No Address Assigned

Completed by kathleen.wiener@uwforyth.org on 10/31/2022 3:05 PM

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### G. Income Based Projects/Services Only

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\*\* 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	0
31% to 50% of median	0
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**

## H. Construction/Rehab Only

Completed by kathleen.wiener@uwforysyth.org on 10/31/2022 3:05 PM

Case Id: 16147

Name: UWFC FY 23-24 Winter Overflow - 2023/24

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* 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

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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

19 of 24

we are not applying for this type of funding.docx

**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

Completed by andrea.kurtz@uwforyth.org on 11/12/2022 9:43 PM

**Case Id:** 16147

**Name:** UWFC FY 23-24 Winter Overflow - 2023/24

**Address:** \*No Address Assigned

## I. Emergency Shelter Only

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

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

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

### Emergency Shelter: Essential Services

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

### Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$50,000.00
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
	\$50,000.00

## J. Rapid Rehousing and HMIS Only

Completed by kathleen.wiener@uwforyth.org on 10/31/2022 3:06 PM

Case Id: 16147

Name: UWFC FY 23-24 Winter Overflow - 2023/24

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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\*\* 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 9:52 AM

**Case Id:** 16147

**Name:** UWFC FY 23-24 Winter Overflow - 2023/24

**Address:** \*No Address Assigned

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## Submit

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**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 9:52 AM*

# IDIS Setup

No data saved

**Case Id:** 16147

**Name:** UWFC FY 23-24 Winter Overflow - 2023/24

**Address:** \*No Address Assigned

---

## IDIS Setup

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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**