

A. Organization & Contact Information

Case Id: 14321
Name: BCH-Intensive Case Mangement-2022 - 2022/23
Address: *No Address Assigned

Completed by rsmith@bethesdacenter.org on 11/17/2021 6:24 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

Bethesda Center for the Homeless

A.2. Project/Program

BCH Intensive Case Management-2022

A.3. FY 2022-23 Funding Request Amount

\$200,000.00

A.4. Agency's Total Operating Budget

\$1,774,640.00

A.5. Mailing Address

930 North Patterson Avenue Winston-Salem, NC 27101

A.6. Project/Program Location Address

930 North Patterson Ave Winston-Salem, NC 27101

A.7. Organization Website

www.bethesdacenter.org

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

1989

A.9. Organization Fiscal Year

July 1- June 30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Baraka Riptoe, Executive Director

A.13. Email

baraka.riptoe@bethesdacenter.org

A.14. Phone

(336) 722-9951

CONTACT

A.15. Name, Title

Ashley Martin, Associate Director

A.16. Email

ashley.martin.@bethesdacenter.org

A.17. Phone

(336) 722-9951

BOARD CHAIR

A.18. Name

Linda Jackson Barnes

A.19. Term Expiration

07/31/2022

A.20. Email

lindajb@cityofws.org

A.21. Phone

(336) 747-7372

B. Project Overview

Completed by rsmith@bethesdacenter.org on 11/17/2021 5:16 PM

Case Id: 14321

Name: BCH-Intensive Case Management-2022 - 2022/23

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?

Bethesda Center for the Homeless (BCH) respectfully requests a grant from the City of Winston Salem in the amount of \$200,000 to support the Intensive Case Management Program (ICM) that provides housing and supportive services at Housing Authority of Winston Salem (HAWS) income based housing units. On any given night in Forsyth County, there are over 500 homeless individuals in the community (sheltered and unsheltered). The most recent unsheltered count was 250 individuals living in places not meant for human habitation. BCH strives to partner with the community to eradicate that number. This program will serve homeless families and individuals in Forsyth County. Through a viable collaborative relationship with HAWS, homeless families and individuals are prioritized for housing in Sunrise Towers, Piedmont Park, and Cleveland Homes. Homeless families are supported in Piedmont Park and Cleveland Homes, the head of the household must have a disabling condition. Chronically homeless individuals are prioritized for Sunrise Towers, single units. The federal definition for a chronically homeless person is, 'an unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or has had at least 4 episodes of homelessness in the past 3 years'. The 4 episodes must total a year.

The funds requested will also provide financial assistance to include rental assistance for one year and step down assistance for the second year. The funds will also finance deposits, moving expenses, furniture, and medical needs if necessary. The case manager will coordinate wrap around mainstream services that will support the individual or family transitioning from homelessness. Mainstream services include but not limited to: medical, mental health, substance use, food stamps, disability benefits, budgeting, identification, clothing, and transportation and other services as identified in their individuals' service plan. Supportive services provided by the case manager will be able to significantly contribute to the quality of life of the guests receiving services.

Our first goal is to provide stable and permanent housing to the homeless families and individuals that we serve. This program will help eradicate the homelessness that is so prevalent in Forsyth County. In order to serve our guests, we will not only focus on permanent housing but also provide supportive services that are necessary for ongoing stability. Though the use of the evidence-based practice, Critical Time Intervention (CTI), individuals will receive intensive case management which helps vulnerable individuals during their transition strengthen their network and community support. CTI requires an intensive progressive engagement approach to case management, meaning that homeless individuals will have a minimum of one face to face contact per week based upon their individual needs. Intensive case management will remain in place for a year and step down case management will occur in the second year. We have found that second year to be fruitful for stability as the case manager remains as a viable contact for the now housed individual.

Our second goal is to increase household income through earned income, disability benefits or retirement benefits. Even though, financial assistance will be provided for the household during the two years of the program, securing viable stable income will be necessary moving forward.

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

BCH will promote the program during shelter and case management orientation that occurs weekly at the shelter. BCH will operate the program on a 'Housing First' approach, meaning no preconditions to enter into the program. BCH will also continue to communicate with local shelters, promoting the program and updating availability to accept referrals to Coordinated Intake Center (CIC). BCH will accept referrals through community advocates as well as word of mouth. Individuals will be assessed to address service needs as well as supportive needs. The service plan assists and supports the homeless individual(s) through goal setting in an effort to have a beneficial outcome from services received. Intensive case management is the driving force for a beneficial outcome by walking closely providing a holistic approach to service needs for the individual.

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

This program will address the housing and supportive needs of the homeless. Our night shelter provides services to 100 homeless individuals (60 men and 40 women) daily. Our day shelter can see well over 100 homeless individuals on any given day. On a day to day basis, our day and night shelter can serve up to 200 plus homeless individuals daily. Unfortunately, we are dealing with a housing crisis and it affects our homeless population drastically as they are without financial resources and supportive services to meet their needs. Through this program, we are able to house individuals into stable permanent housing at three identified properties in Forsyth County. Our homeless individuals are prioritized first as BCH and the community recognizes the need to help this vulnerable population.

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?

BCH has collaborative relationships with Housing Authority of Winston Salem who provides housing opportunities at Sunrise Towers, Piedmont Park, and Cleveland Homes for the success of this program. Wake Forest Baptist Medical Clinic (medical services provided onsite at BCH) is able to provide necessary medical care without any preconditions such as insurance or finances. Homeless individuals or anyone in the community are able to get prescriptions and medical needs and referrals as needed. BCH also has a working relationship with Community Intake Center where BCH is able to take referrals and also advise of program openings that benefit the homeless. BCH also participates in the Continuum of Care, and has memberships with the NC Coalition to end Homelessness.

BCH has also built collaborative partnerships with community providers (public, private, and nonprofits) for the purpose of addressing the unmet needs of the homeless. The Case Managers directly connect guests with partners who are essential in reducing barriers to the housing such as: Forsyth County Department of Social Services (Medicaid & Food Stamps), Walmart (eye exams/glasses), Daymark, Monarch and Insight (mental health, substance use, and grief counseling), Goodwill Industries (workforce development) and several community churches that support the mission of BCH. Samaritan Ministries (provides additional shelter beds and lunch resources), United Way (administers financial assistance for other BCH housing programs), Barnabas and X-Men (moving assistance), these are a few of our collaborative partners that are keys to the success of our guests transitioning. BCH finds that the collaborative approach provides a network of support for the homeless individual. These relationships are essential in addressing the needs of our guests.

BCH also has a licensed clinician on staff that can help address substance use and mental health needs immediately.

C. Strategy and Performance

Completed by rsmith@bethesdacenter.org on 11/19/2021 8:50 AM

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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.

BCH will use Homeless Management Information Systems (HMIS) to track goals, trends, and performance measures. With the use of the HMIS, the Case Manager will be able to complete interim reporting to update income. Service tracking in HMIS can be utilized for referrals and outcomes. HMIS is significant for reporting measures and can be tailored as needed for this intensive case management program. HMIS reports will be reviewed monthly to review trends such as service use, income, and housing stability to name a few. Guests charts will be composed to include but not limited to assessments, consent for services, goal/action plans and case notes indicating progress. Weekly and monthly monitoring will be available.

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

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This program addresses the community's needs by providing essential services to shelter residents and rehousing homeless individuals as quickly as possible. BCH has a proven successful track record with long-term housing placements. We are constantly meeting and engaging our participants 'where they are in an effort to support and promote long-term stability. Many of the homeless participants have health challenges, mental health challenges, and substance use disorders. In order for BCH to be successful providers, we ensure that the case managers participate in mandatory training. These trainings enhance their skillset making them more than qualified to work with the participants. BCH will monitor programming through intake and goal setting for the individual. The case Manager will be able to staff the case with the clinical supervisor to ensure that goals and plan of action are appropriate. Reports can capture the individuals served, goals, and resources so that performance measures can be gauged to determine program efficacy. We also utilize the Homeless Management Information System (HMIS) where data trends and performance measurements can be monitored through the ongoing reporting system. If goals are not achieved, program adjustments can be reviewed and recommended to ensure that guests are successful and stable.

Attach participant/program data sample report

 **Participant/Program Data Sample Report *Required**

20211029135737012.pdf

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 20-21 Previous Year Results	FY 21-22 Current Year Projected Results	FY 22-23 Next Year Anticipated Results
Case Manager will work with program participants to maintain permanent housing for 6 months	Case Manager will provide supportive services to support housing stability such as mental health, substance use, 'being a good neighbor' and abiding by the expectations of the lease and the program	Case management assisted 65 guests with housing, 94% maintained permanent housing for 6 months	Case management will work with 75 program participants and 95% will maintain permanent housing for 6 months	95% of the program participants will maintain housing for 6 months.
Case Manager will work with program participants to maintain housing for 12 months	Case Manager will provide supportive services to support housing stability such as mental health, substance use, 'being a good	Case management assisted 65 guests with housing, 91% maintained housing for 6 months	95% of the program participants will maintain housing for 12 months	95% of the program participants will maintain housing for 12 months.

	neighbor' and abiding by the expectations of the lease and the program			
Case Manager will work with program participants to increase household income annually	Case Manager will provide resources for employment such as job development/educational programs, employment leads, appropriate clothing, bus passes, and mock interviewing as needed to increase income	60% of the 65 participants were able to increase their income during the program year	65% of the program participants will increase their household income	65% of the program participants will increase household income
Case Manager will complete assessments on all program participants to create a plan of action for stability	Case Manager will complete assessments on all participants of the household to ensure that the proper supportive services are in place for stability.	Case Manager assessed 100% of the 65 participants and created a plan of action for stability	100% of the program participants will be assessed and a plan of action will be formulated	100% of the program participants will be assessed and a plan of action will be formulated

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	65	314
FY 21-22 Current Year Projected Results	80	350
FY 22-23 Next Year Anticipated Results	100	400

C.6. FY 20-21 Program Accomplishments

Within the past 5 years, BCH has moved over 600 individuals into permanent housing. BCH can still proudly report that well over 90% of those guests have maintained their housing. Formerly homeless guests will stop by and boast their stability and thank a BCH case manager for assisting them with the steps to recovery. BCH operates the largest day shelter for men and women in Forsyth County that provides resources for anyone regardless of whether they reside at BCH or not. BCH operates a successful medical clinic through a partnership with Wake Forest/Atrium that serves anyone homeless or not in the community. Case Managers have been identified to work with special populations as we have seen an increase in the group ages 18-24 years old and 62 years old and above. Our goal is to assist this population as quickly as possible due to vulnerability.

BCH operated the Medically Fragile Shelter serving our most vulnerable in the community, this effort kept these homeless individuals safe during the pandemic

BCH has also secured a van to transport the homeless

BCH was recently awarded a contract to provide 9 rooms for isolation, this was a result of the pandemic and the impact it had on the homeless population.

BCH has a new computer lab available for guests to utilize as staying connected to resources is crucial for our guests. Programming is in place to assist guests entering our doors: job development, substance use groups to include

prevention, and life skills.

BCH was awarded a grant to pay for eye exams and purchase eyeglasses for guests.

C.7. FY 22-23 Key Objectives

Our key objective is to stably house homeless families and individuals rapidly through evidence-based practice and then wrap the supportive services around the participants. BCH will house more homeless individuals this fiscal year as the pandemic and eviction moratorium hindered progress in this area. It is expected that housed number will more than double next fiscal year. All participants will receive ongoing case management assistance. By housing homeless individuals this is an asset to the City of Winston Salem as it helps with the overall strategic plan. This effort will help reduce the city's overall expenses when it comes to interactions with the homeless.

Attach participant/program data sample report

Documentation



Participant/Program Data Sample Report

20211029135737012.pdf

D. Organizational Capacity

Completed by rsmith@bethesdacenter.org on 11/19/2021 8:54 AM

Case Id: 14321

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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?

BCH mission statement is "We create opportunities daily through emergency and supportive services, empowering individuals to live stable lives".

BCH has been in operation since 1987. BCH is a leading provider of shelter and supportive services to the homeless in Forsyth County for several years now. BCH is in operation 24 hours per day, 365 days per year. BCH provides a day shelter, night shelter, supportive services. Through our day shelter, anyone homeless in the community can have access to restrooms/showers, laundry, mail, telephone, computer lab, employment skill-building, clothing, and community referrals for identification and clothing. Through our night shelter, we are able to provide a safe refuge for 60 men and 40 women in the homeless community. Our supportive services enable any homeless individuals that walk through our doors for day or night services to have access to a case manager that will assist in helping the homeless individual secure stability.

BCH has managed several housing programs and case management is a key to the success of the projects and programs. BCH has worked with HAWS on different projects and BCH mission is addressed through this collaboration once again. BCH is creating permanent housing and applying supporting services for the empowerment and overall stability of the homeless individual that walks through our doors.

FUNCTION (5 POINTS)

D.2. How long has your organization been in operation?

Founded in 1987, BCH was established to serve as a day shelter for the homeless. After one year of operation, the emergency shelter was formed to provide services for men and women. The case management program was created in 1998.

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

BCH benefits the City of Winston Salem and the citizens by committing to serve the underserved, the homeless population. We are committed to improving and having a positive impact to the system of care for the homeless population. BCH has provided a safe refuge for over 30 years for thousands of men and women who find themselves without shelter. Without our shelter and supportive services, the number of homeless in the streets would continue to grow. BCH provides 100 beds per night (60 men and 40 women) and many nights we are at capacity. We continue to increase our programming to meet the needs holistically for this population. Our numbers of individuals stably housed has continued to increase over the past fiscal years. For fiscal year 2016/2017, we stably housed 102 individuals. For fiscal year 2017/2018, we stably housed 113 individuals. For fiscal year 2018/2019, we stably housed 126 individuals. In total, BCH has housed well over 600 homeless individuals in the past few years. BCH wants to continue to contribute to the reduction of the homeless and street population. Year after year we consistently increased the number of individuals house only until recently when the pandemic hindered our work. Even still, the

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number of homeless individuals housed is relevant in addressing a severe need for the City of Winston Salem tremendously.

BCH continues to benefit the City of Winston-Salem, the community, and its citizens by continuing to work at ending homelessness and improving the system of care for all individuals experiencing homelessness. When the Winston-Salem Police officers encounter an adult who are living on the streets, in the woods or abandoned structures our shelter offers a temporary safe refuge. This refuge includes providing safety, shelter, and supportive services which results in the avoidance of a more serious incident requiring further legal involvement; therefore, saving the City of Winston-Salem financial resources.

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
Case Manager (CM)	CM will assess, link, monitor, refer, and coordinate all service needs. Identify barriers and goal setting through one on one sessions.	40	100.00 %
Case Manager (CM)	CM will assess, link, monitor, refer, and coordinate all service needs. Identify barriers and goal setting through one on one sessions.	40	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
Baraka Riptoe, Ashley Martin, Dion Oglesby, Brenda Washam	Executive Director, Associate Director, Shelter Director, Grants and Finance Manager	\$245,000.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

Organizational Chart updated 11.03.2021 BW.pdf

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:

Open positions are posted to various sites online, as well as the company website.

Candidates with qualifications that fit the position are contacted by the department supervisor for an interview with oversight by the Executive Director. Once interviews have been completed, the most qualified applicant will receive an offer for employment with the company; predicated on favorable pre-employment drug screen and background check results.

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		2			2	1
Professionals				1	3	
Technicians						
Office/Clerical						
Laborers/Service Workers		6			4	
Total Full-Time						

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						
Professionals					4	
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp						

D.8.

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

24937_Board List 2019-2023.xlsx

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

10

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

10

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 would be a new year of funding even though we received this funding in prior years. We have continued the program without funding due to the severe needs of the homeless population. We had to scale back on enrolling at full capacity into the program due to the lack of funding to support key personnel for this program. With the proposed funds' request, we can provide uninterrupted services and increase the number of homeless individuals enrolling in the program, and secure permanent housing.

BCH will ensure that all stakeholders and community members are aware of the program through literature,

presentations to the community, and identified staff within the organization to articulate the program. Upon funding approval, the full program can launch within 30 days or less.

Timeline: Scaled down version of the program will continue so there is not a lapse in services, guests enroll in the program within 5 days of initial contact with the Case Manager. Guests will complete the application with all necessary documentation. Guests should secure keys for the unit within 45-60 days of enrollment into the program. While waiting on the identified unit, the CM and the guest will work on identified goals and plans for overall stability. Guests will have access to a CM throughout the process from enrollment to securing housing.

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?

BCH is in a unique position that over 75% of staff are cross-trained in many areas of operation for the organization. All staff is dually trained in substance use and mental health due to the daily interactions with the guests. Our guests served arrive with substance use and mental health disorders that have been left untreated. Our guests can be hypersensitive and unforeseen events do occur. We realized early on as an organization, that mandatory and ongoing training is essential for staff in order to provide pristine services to our guests. Due to the enhanced training, the staff is able to recognize and make necessary recommendations for care whether it requires emergency personnel or counseling. Our CM's are cross-trained in all case management programs that occur on-site and the case management programs that have occurred off-site. When we did not secure funding for the program, BCH was fortunate as the CM's are cross-trained in all case management programs, therefore none of our guests lack supportive services for stability. BCH also provides services on evidence-based practices which helps with outcomes for programming and expectations such as Critical Time Intervention (CTI).

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)?

BCH guest/staff policies and procedures include fair housing, anti-discrimination, rehabilitation Act, Civil Rights, and the Americans with Disabilities Act. BCH also ensures that all guests/staff through additional policies and training receive fair treatment and equitable access. The program and services of BCH are marketed through our strategic partnerships and community resource guides. In addition, the agency also relies on word of mouth. The homeless men and women served are more likely to engage in our programs and services if others report they are utilizing their shelter.

An outreach initiative is included in this program. The initiative expands services beyond our walls into the community where homeless individuals who are in need of services can now be connected to much-needed resources.

E. Cost Effectiveness

Case Id: 14321

Name: BCH-Intensive Case Mangement-2022 - 2022/23

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4:49 PM

Address: *No Address Assigned

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 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Program Services	\$164,900.00	\$164,900.00	\$164,900.00
Fundraising	\$11,000.00	\$11,000.00	\$11,000.00
Management and General	\$55,610.00	\$55,610.00	\$55,610.00
Total Expenditures by Program	\$231,510.00	\$231,510.00	\$231,510.00

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$1,026,000.00	\$1,026,000.00	\$1,026,000.00
Employee Benefits	\$5,000.00	\$5,000.00	\$5,000.00
Facility Rent and Utilities	\$49,000.00	\$49,000.00	\$49,000.00
Training and Conference Registration	\$4,500.00	\$4,500.00	\$4,500.00
Membership and Dues	\$130.00	\$130.00	\$130.00
Travel and Transportation	\$4,000.00	\$4,000.00	\$4,000.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$334,500.00	\$334,500.00	\$334,500.00
Other Operating Expenditures	\$120,000.00	\$120,000.00	\$120,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$1,543,130.00	\$1,543,130.00	\$1,543,130.00

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$759,406.00	\$759,406.00	\$759,406.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$282,430.00	\$282,430.00	\$282,430.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$235,000.00	\$235,000.00	\$235,000.00
Foundation Grants	\$431,588.69	\$431,588.69	\$431,588.69
Interest and Investment Income	\$7.00	\$7.00	\$7.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$65,000.00	\$65,000.00	\$65,000.00
Total Revenues by Category	\$1,773,431.69	\$1,773,431.69	\$1,773,431.69

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

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
2016	CoC Permanent Housing	\$58,038.00
2016	City intensive CM	\$160,000.00
2016	City ESG Women's NS	\$32,689.00
2016	State ESh Night Shelter	\$20,903.00
2016	State ESG Day Shelter	\$25,474.00
2017	CoC permanent Housing	\$58,038.00
2017	ESG Bonus Grant Night Shelter	\$24,175.00
2017	ESG Bonus Day Shelter	\$19,837.00
2017	City Intensive CM	\$160,000.00
2017	City ESG Women's NS	\$32,689.00
2017	State ESG Night Shelter	\$24,175.00
2017	State ESG Night Shelter	\$19,837.00
2018	ESG Women's NS	\$32,689.00
2018	ESG Day & Men's NS Bonus	\$44,012.00
2018	ESG Day & Men's Night Shelter	\$44,766.00
2018	CoC BC PH CM	\$58,038.00
2018	BC PSH Bonus	\$25,764.00
2018	SPC5	\$3,952.00
2018	ESG Day & Men's NS	\$86,422.00
2019	City ESG Women's NS	\$32,271.00
2019	City Intensive CM	\$160,000.00
2019	CPHS Shelter Plus	\$39,520.00

	Care (SPC5)	
2019	Center PH CM (FRRC)	\$58,038.00
2019	Center PSH CM	\$9,856.00
2020	Forsyth PSH Collaborative	\$150,557.00
2020	City Intensive CM	\$160,000.00
2020	City ESG Day & Men's NS	\$46,904.00
2020	City ESH Women's NS	\$32,271.00
2020	ESG day & Men's NS	\$52,106.00
2020	City ESG Women's NS	\$25,732.00
2020	PH Case Management	\$106,445.00

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
Personnel	\$120,000.00	\$187,000.00	Private Funds, Individual, Church, and Business Contributions
Utility Assistance Expenses	\$0.00	\$15,968.00	Private Funds, Individual, Church, and Business Contributions
Client Expenses, Educational and Transportation Expenses	\$45,000.00	\$94,032.00	Private Funds, Individual, Church, and Business Contributions
	\$165,000.00	\$297,000.00	

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

The funds will be utilized to support the salaries of 2 full-time Case Managers for the duration of the program. The Case Managers will assess, monitor, link, refer and coordinate all service needs for the entire household that participates in the program. Additional funds will be utilized to cover the financial needs of the enrolled households. Financial needs include but are not limited to ongoing rental assistance, arrears, deposits (rental/utility), furniture needs, identification (birth certificates), transportation, childcare needs, educational needs, work supplies, food, dental, and medical needs. All of these items listed are not an inclusive list of needs for the household. It is important to understand the challenges that can hinder the progress of an individual. BCH wants to cover all aspects to maintain permanent housing and to secure stable and legal options to increase household income.

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.

HAWS is providing the housing units so we can rapidly house the program participants. CM will complete the

necessary intake package for referral to be submitted for the housing program.
 Wake Forest Baptist/Atrium will provide medical care onsite at BCH, CM will coordinate a date for service access.
 Monarch and Daymark will provide mental health and substance use assessments.
 BCH also has a licensed clinician to assist with any mental health and substance use concerns
 Department of Social Services will provide Medicaid and Food stamp resources
 Private citizens provide meals onsite for our homeless

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.

BCH is asking for additional funds to support the rental assistance and the additional unforeseen needs of the household. Financially we would be able to support transition to work to include supplies, child care, transportation, medical needs, deposits and arrears and additional needs for the household to secure and maintain housing. With the eviction moratorium lifted, BCH is projects that rental debt will be huge for some individuals. BCH wants the program to support the homeless individual with rehousing as quickly as possible.
 If BCH is not funded for the full amount, we would rely on fundraising to supplement the needs of the program. If necessary, BCH would scale back on some of the financial rental assistance but would ensure that the rental assistance is provided as we do not want anyone enrolled in the program to return to homelessness.

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.

The Intensive Case Management Program is an integral part of BCH’s mission to create opportunities daily through emergency and supportive services empowering individuals to live stable lives. Funding from individual and corporate donations supplement the state and local funding we receive to sustain our programs. BCH continues to seek other funding sources to ensure the sustainability of this program and to meet the needs of the guests enrolled in the program.

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.

BCH does not foresee any programmatic barriers since we have operated the program in prior years.

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

BCH case managers are cross-trained in all areas of case management programs so guests will not lack any services. BCH will recruit to fill the proposed case management positions for the success of the 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:	\$200,000
Number proposed to be served for the year:	1250
Average City funds per beneficiary:	\$160.00
Proposed funds from all sources:	\$462,000.00

Number proposed to be served for the year:	1250
Average total funds per beneficiary:	\$369.60

F. Required Documents

Case Id: 14321

Name: BCH-Intensive Case Mangement-2022 - 2022/23

Address: *No Address Assigned

Completed by bwasham@bethesdacenter.org on 11/4/2021 11:57 AM

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Conflict Of Interest.pdf

Standards of Conduct.pdf

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

990 FYE 06.30.2020.pdf

Organization By-Laws *Required

BYLAWS.pdf

Articles of Incorporation *Required

Articles of Incorporation.pdf

Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required

Personnel Policies and Procedure Manual 1.pdf

Anti-Discrimination Policy.pdf

Accounting and Financial Policies and Procedures.docx

IRS 501(c)3 Designation Letter *Required

501c3.pdf

Audited Financial statements or third-party review from 2019 and 2020. *Required

Audit FYE 2020 - final.pdf

Audit 19.final.pdf

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

***Required**

NC Secretary of State Solic Lic.pdf

Participant/Program Data Sample Report *Required

20211029135737012.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 14321

Name: BCH-Intensive Case Mangement-2022 - 2022/23

Address: *No Address Assigned

Completed by rsmith@bethesdacenter.org on 11/19/2021 8:36 AM

G. Income Based Projects/Services Only

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

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

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

Income Range	# to be served
0 to 30% of median	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 rsmith@bethesdacenter.org on 11/19/2021 8:34 AM

Case Id: 14321

Name: BCH-Intensive Case Mangement-2022 - 2022/23

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. ***Required**

We are not applying for this type of funding.pdf

Participant/program data sample report *Required

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

I. Emergency Shelter Only

Completed by rsmith@bethesdacenter.org on 11/19/2021 8:35 AM

Case Id: 14321

Name: BCH-Intensive Case Mangement-2022 - 2022/23

Address: *No Address Assigned

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by rsmith@bethesdacenter.org on 11/19/2021 8:35 AM

Case Id: 14321

Name: BCH-Intensive Case Mangement-2022 - 2022/23

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

K. HOPWA

Completed by rsmith@bethesdacenter.org on 11/19/2021 8:35 AM

Case Id: 14321

Name: BCH-Intensive Case Mangement-2022 - 2022/23

Address: *No Address Assigned

K. HOPWA

Please provide the following information.

Are requesting funds for a HOPWA project?

No

Submit

Completed by baraka.riptoe@bethesdacenter.org on 11/19/2021
4:49 PM

Case Id: 14321

Name: BCH-Intensive Case Mangement-2022 - 2022/23

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.

Baraka Riptoe

Electronically signed by baraka.riptoe@bethesdacenter.org on 11/19/2021 4:49 PM

IDIS Setup

No data saved

Case Id: 14321

Name: BCH-Intensive Case Mangement-2022 - 2022/23

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