

# A. Organization & Contact Information

**Case Id:** 16224  
**Name:** Bethesda Center - Intensive Case Management -  
**Address:** \*No Address Assigned

Completed by bch@outfitters4.com on 11/18/2022 10:38 AM

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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

Bethesda Center for the Homeless

### A.2. Project/Program

BCH Intensive Case Management

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

\$172,000.00

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

\$1,304,325.00

### A.5. Mailing Address

930 N Patterson Ave Winston-Salem, NC 27101

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

930 N Patterson Ave Winston-Salem, NC 27101

### A.7. Organization Website

www.bethesdacenter.org

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

July 1 - June 30

### A.9. Organization Fiscal Year

1989

### A.10. Federal Tax ID Number

581847103

### A.11. Federal DUNS Number

HV2ZKBGXNVT7

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

William McDonald

#### A.13. Email

wmcdonald@bethesdacenter.org

#### A.14. Phone

(336) 722-9951

### CONTACT

#### A.15. Name, Title

Lisa Northrop, Contract Development Services

#### A.16. Email

bch@outfitters4.com

#### A.17. Phone

(336) 931-0029

### BOARD CHAIR

#### A.18. Name

Linda Barnes

#### A.19. Term Expiration

06/30/2023

#### A.20. Email

lindajb@cityofws.org

#### A.21. Phone

(336) 747-7372

## B. Project Overview

Completed by bch@outfitters4.com on 11/18/2022 10:54 AM

**Case Id:** 16224

**Name:** Bethesda Center - Intensive Case Management -

**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?**

Bethesda Center for the Homeless (BCH) respectfully requests a grant from the City of Winston Salem in the amount of \$172,000 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 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 accepts referrals from any provider. If a guest is already at a BCH shelter, the Shelter Director, Shelter Case Manager, or Diversion Specialist can help the individual get started.

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.

To use the services, 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. Individuals meet with their case managers a minimum of once a week for a year. 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 the second year is fruitful for stability as the case manager remains a viable contact for the housed individual. Case managers also work with individuals to increase their income levels (through earned income, disability or retirement benefits).

BCH will convene all case managers regularly for case overviews, progress reports, and address any issues or concerns that require additional needs.

Ultimately, intensive case management is the driving force for a beneficial outcome by walking closely with the individual and providing a holistic approach to service needs to secure them housing as quickly as possible.

**NEED (7 POINTS)**

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

In 2015, a Harvard University study found that Forsyth Co., NC had the third worst economic mobility in the US.

In 2018, the Winston Salem/Forsyth County Housing Study and Needs Assessment reported that Winston-Salem has a "16,244 unit shortage of affordable and available units for lower income households." The fair-market rate for a two-bedroom apartment in the area is \$729, which is higher than many residents can afford. Renter incomes have not kept pace with these increases. The study also found that Black households have more housing problems than other races in Winston-Salem.

In 2020, a global pandemic exacerbated the economic situation that adversely affects communities of color.

Serving in the East Ward, we are home to the busiest shelter in the metropolis, located in the center of a densely populated, underserved, mostly minority, and disenfranchised community. We house 4 times the citizenry than the nearest shelters as well. Our jurisdiction encompasses zip code 27101, a community known to be marked by low-income households living below the federal poverty line, intergenerational poverty, low education, a designated food desert, family dissolution, and several barriers to healthcare and mental health aggravated by chronic illness. Over 90% of our guests are African American. Positioned between Kernersville and Lewisville, we do not have access to the surrounding wealth of neighboring cities but bear the brunt of higher costs of living along the intersection of highways 52 and 40. That said, our community is also impacted by a transient community of surrounding cities where marginalized cannot afford to be homeless elsewhere, lacking the resources to live in proximity to where they work, if they are able to obtain work at all.

Because it is so difficult to find housing, 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 works with a variety of partners to help offset program costs, improve performance outcomes, increase program efficiency, and coordinated assessments.

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), greeNest (home furnishings), Barnabas and X-Men (moving assistance), these are a few of our collaborative partners that are keys to the success of our guests transitioning. A variety of churches, individuals, and restaurants provide meals. 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.

## C. Strategy and Performance

Completed by bch@outfitters4.com on 11/18/2022 9:03 AM

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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):

Safe and Secure Community

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. In particular, staff look at the COC APR report regularly. 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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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. HMIS data trends and performance measurements are 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.

**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
Case Manager will enroll households into Housing Collaborative to coordinate immediate housing.	Case Manager will complete assessments on all participants of household to ensure that proper supportive services are in place; 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 coordinated immediate housing for 59 guests	Case management will coordinate immediate housing for 35 program participants	Case management will coordinate immediate housing for 59 program participants
Program participants will maintain permanent housing for 12 months	Case Manager will complete assessments on all participants of household to ensure that proper supportive services are in place; Case Manager will provide supportive services to support housing stability such as mental health, substance use, 'being a good neighbor' and abiding by the	98% of housed participants maintained permanent housing for 12 months	95% of housed participants will maintain permanent housing for 12 months	95% of housed participants will maintain permanent housing for 12 months

	expectations of the lease and the program			
Program participants will 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	10% of the 59 participants were able to increase their income during the program year	20% of the program participants will increase their household income	20% of the program participants will increase household income

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	59	59
FY22-23 Current Year Projected Results	35	14
FY 23-24 Next Year Anticipated Results	59	59

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

This program has moved forward despite COVID challenges, housing limitations, and other challenges. Many guests that have been helped with Intensive Case Management have been in their homes for an extended period of time. Some volunteer to help keep their community and neighborhood clean.

**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.

With an intensive case manager, BCH aims to increase the number of individuals that can be housed this year.

Working with our collaborators and maintaining active and current relationships, BCH would like to provide participants with a wealth of services from which they can choose based on their individual needs.

## D. Organizational Capacity

Completed by bch@outfitters4.com on 11/18/2022 9:04 AM

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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?**

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

BCH provides three core services to the homeless men and women of the Winston-Salem/Forsyth County community: 1) the only Day shelter in the area operating 365 days a year from 7:00 am – 6:30 pm daily offering a variety of services (restrooms/showers, laundry facilities, telephone access, mail delivery, etc.) An on-site Resource Center is included as part of the Day Shelter; staff is present to assist with job training and employment searches. 2) the only Emergency Night Shelter in the area serving both men (70) and women (30) which operates 365 days a year from 7:00 pm-6:30 am nightly. 3) Supplemental services include customized case management to meet the individual needs of our guests.

Many of our participants arrive at BCH in crisis with little or no income. BCH uses the Housing First model. This model prioritizes rapid placement and stabilization without any participation requirements or preconditions (such as sobriety or a minimum income threshold). Housing First allows emergency shelters to move individuals and families experiencing homelessness more quickly from their shelter beds into permanent housing, thus meeting the main objective of emergency shelter.

Our Intensive Case Management (Housing Collaborative Program) allow BCH to provides housing and supportive services at Housing Authority of Winston Salem (HAWS) income based housing units.

Case managers can adequately meet the essential basic needs of the the homeless in our community while we work with them to identify and secure permanent housing so they can start living a stable, productive lives.

#### FUNCTION (5 POINTS)

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

Our Day Shelter Services began in 1987 and our Men and Women's Night Shelter opened one year later, in 1988.

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

BCH benefits the City of Winston-Salem, the community and it's citizens by continuing to work towards eradicating homelessness and improving the continuum of care for all individuals experiencing homelessness. When an adult is found living on the streets, in the woods or in abandoned structures, our shelter offers temporary safe refuge. This refuge includes providing safety, shelter and supportive services which result in the avoidance of more serious incidents requiring further legal involvement; therefore, improving city safety and saving the City of Winston-Salem substantial financial resources.

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When people have a home to return to, that means safer streets, lower costs of criminal justice and healthcare administration, and safer and stable neighborhoods where people can afford to live where they work. This strengthens Winston Salem's economic development and tax revenue base, and better civic engagement for communities of color.

Through the years, BCH has provided services to thousands of homeless men and women living below federal poverty guidelines. BCH uses the Housing First model. This model prioritizes rapid placement and stabilization without any participation requirements or preconditions (such as sobriety or a minimum income threshold). Currently, there are 100 guests (70 men and 30 women) in our Emergency Night Shelter and up to 100 who use our Day Shelter. Last year, BCH served 724 men and women in our Emergency Night Shelter. 117 of those served were placed in permanent housing, with 98% remaining in housing for at least 6 months. Additionally, 346 guests utilized our Day Shelter.

Taking care of our homeless population is important to our city, as demonstrated by large number of public and private partner agencies that we work with, and the number of donors and volunteers who contribute. Donors and volunteers from churches, community organizations, and families, contribute by serving meals, donating supplies, donating dollars, and much more.

**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
Intensive Case Manager	CM will assess, link, monitor, refer, and coordinate all service needs. Identify barriers and goal setting through one on one sessions.	40	50.00 %

**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
William McDonald	Executive Director	\$70,000.00	0.00 %
Trina Brinkley	Director of Case Management	\$52,000.00	0.00 %
Keshia Gonzalez	Shelter Director	\$52,000.00	0.00 %

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

2022 Organizational Chart.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:**

BCH is committed to ensuring that our staff and board members are representative of the guests we serve and represents the population of our city. Our staff is 90%+ BIPOC and mostly female, which adds another component to our commitment to diversity and inclusion. The Bethesda Center for the Homeless is an equal opportunity employer, as stated by our no discrimination policy. BCH does not discriminate on the basis of race, color, religion, gender, national origin, age, disability, sexual orientation or any other characteristic protected by law.

Open positions are posted to various sites online, as well as the company website. BCH does not inflate job requirements, like required education level, for listed positions.

Candidates with qualifications that fit the position are contacted by the department supervisor for an interview. Currently, all hiring supervisors except for the Executive Director are BIOPIC. Paid time off is available even for part time positions. BCH shall determine reasonable accommodations on a case-by-case basis for disabled applicants or employees in accordance with applicable law. Since BCH operates 24/7/365, individuals needing traditional and non-traditional working hours are encouraged to apply.

Once interviews have been completed, the most qualified applicant will receive an offer for employment with BCH; predicated on a 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	1				2	
Professionals		1			3	
Technicians						
Office/Clerical						
Laborers/Service Workers		3			6	
<b>Total Full-Time</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</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						
Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers			1.5		3.5	
<b>Total Part-Time/Temp</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>0</b>

**D.8.**



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

47014\_38025\_BCH Board 2022-2023.pdf

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

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

0

**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.**

N/A this is a renewal application for an established program.

**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?**

Thanks to strong City, State, and community partnerships, and our experienced staff, BCH can be flexible in responding to unforeseen events.

The COVID-19 pandemic impacted BCH's Emergency Shelter operations significantly due to the nature of services. BCH strategically rearranged shelter areas to continue to serve guests without limitation of services. BCH increased actions for social distancing, which resulted in rearranging dorms and day shelter spaces to allow for uncompromising day and night shelter services. BCH increased cleaning and sanitizing of spaces throughout the day and night. Staff is equipped with gloves, face masks, and sick guests are isolated. All guests are provided with masks. We have implemented additional screening tools for guests as they access our facility and services. Additional policies and procedures were identified and implemented in accordance with the CDC.

BCH's medically fragile shelter guests, were temporarily housed in the Ramada Inn on Akron Drive.

Staff continue to be on the front line, providing services to our guests. The staff has adapted to different roles outside of their normal job functions without hesitation. They were required to report to work in the middle of a pandemic without regard to their own safety and family safety to perform the required duties to keep the agency functioning. BCH requested hazard pay for shelter staff.

**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)?**

Our shelter operates with a Housing First approach believe that anyone can be housed and the barriers to permanent housing can be minimized. This model prioritizes rapid placement and stabilization without any participation requirements or preconditions (such as sobriety or a minimum income threshold). Housing First allows emergency shelters to move individuals and families experiencing homelessness more quickly from their shelter beds into permanent housing, thus meeting the main objective of emergency shelter.

To meet the needs of the homeless population, Bethesda Center for the Homeless shelter operates from a low barrier policy. Our low barrier policy indicates for the guests that there are a minimum number of expectations for access to services. There is access to shelter entry 24 hours per day for individuals experiencing a crisis.

No individual in crisis will be denied emergency shelter services based on our Fair Housing Policy and our Anti-

Discrimination policy. BCH has a formal grievance process available for situations in which a guest believes they have been treated unfairly. If they are dissatisfied with the decision regarding the grievance, they may appeal the matter.

The shelter intake process is vital to link homeless individuals to the Coordinated Entry System in Forsyth County, known as the Community Intake Center, which provides consistent and uniform access, assessment, prioritization, and referral processes to determine the most appropriate response to each person's immediate housing needs.

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.

## E. Cost Effectiveness

Case Id: 16224

Name: Bethesda Center - Intensive Case Management -

Completed by bch@outfitters4.com on 11/18/2022 10:55 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	\$991,287.00	\$931,128.00	\$1,005,614.00
Fundraising	\$91,303.00	\$85,762.00	\$92,622.00
Management and General	\$221,735.00	\$208,279.00	\$224,940.00
<b>Total Expenditures by Program</b>	<b>\$1,304,325.00</b>	<b>\$1,225,169.00</b>	<b>\$1,323,176.00</b>

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$760,000.00	\$713,276.00	\$775,190.00
Employee Benefits	\$58,325.00	\$56,868.00	\$59,711.00
Facility Rent and Utilities	\$68,500.00	\$53,860.00	\$67,053.00
Training and Conference Registration	\$3,500.00	\$924.00	\$970.00
Membership and Dues	\$13,000.00	\$11,876.00	\$12,470.00
Travel and Transportation	\$3,500.00	\$1,592.00	\$1,672.00
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	\$156,000.00	\$164,492.00	\$172,717.00
Other Operating Expenditures	\$241,500.00	\$222,280.00	\$233,394.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$1,304,325.00</b>	<b>\$1,225,168.00</b>	<b>\$1,323,177.00</b>

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$421,500.00	\$441,420.00	\$567,633.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$75,000.00	\$55,080.00	\$225,000.00
Federal Government	\$53,500.00	\$53,500.00	\$53,500.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$220,000.00	\$199,098.00	\$102,169.00
Foundation Grants	\$350,000.00	\$476,059.00	\$374,862.00
Interest and Investment Income	\$0.00	\$12.00	\$13.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$184,325.00	\$0.00	\$0.00
<b>Total Revenues by Category</b>	<b>\$1,304,325.00</b>	<b>\$1,225,169.00</b>	<b>\$1,323,177.00</b>

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

Other Operating Expenditures include: Food and Beverage, Bank and Merchant Fees, Insurance, Licenses and Permits, Marketing, Mailing, Printing, Audit Fee, Payroll Admin, Facility Maintenance, IT maintenance and Repairs, Office Supplies, Interest, and Misc.

**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
2017	COC Permanent House	\$58,038.00
2017	ESG Bonus Grant	\$19,837.00
2017	ESG Bonus Grant	\$24,175.00
2017	City Intensive Case Management	\$160,000.00
2017	City ESG Women's Shelter	\$32,689.00
2018	City Intensive Case Management	\$160,000.00
2018	ESG Women's Night	\$32,689.00
2018	ESG Day and Men's	\$44,012.00
2018	ESG Day and Men's	\$44,776.00
2018	COC BC-PH-CM	\$58,038.00
2018	BC PSH Bonus	\$25,764.00
2018	Shelter Plus C5	\$39,520.00
2019	BC PSH Bonus	\$9,856.00
2019	Women's ESG	\$32,271.00
2019	Men's ESG	\$52,106.00
2020	Forsyth PSH Collaborative	\$150,557.00
2020	City Intensive Case Management	\$160,000.00
2020	Permanent Housing Case Management	\$106,445.00
2020	Women's Night Shelter ESG Funding	\$32,271.00
2022	Women's Night Shelter ESG Funding	\$25,732.00

2022	Permanent Housing Case Management	\$150,557.00
2022	City Intensive Case Management	\$160,000.00
2022	FFRC Renewal	\$106,395.00

**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	\$80,000.00	\$90,000.00	Private Funds, Individual, Church, and Business Contributions
Utility Expenses	\$14,000.00	\$18,000.00	Private Funds, Individual, Church, and Business Contributions
Other: Client expenses, Maintenance & Repairs, Staff Training, Security, Print/Copy, Office Supplies	\$50,000.00	\$60,000.00	Private Funds, Individual, Church, and Business Contributions
Insurance Expenses	\$16,000.00	\$20,000.00	Private Funds, Individual, Church, and Business Contributions
Admin	\$12,000.00	\$15,000.00	Private Funds, Individual, Church, and Business Contributions
	\$172,000.00	\$203,000.00	

**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 provides medical care onsite at BCH, CM will coordinate a date for service access.

Monarch and Daymark 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.**

This year's request is the same from a prior year, except it includes admin fees.

If BCH is not funded for the full amount, we would need to fundraise to supplement the needs of the program as much as possible. 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's development team is continually building relationships and soliciting funds from a variety of sources so that we're not reliant on a single funding stream. Individuals, corporations, and foundations are all being cultivated - as new donors, or donors who have supported us for over 20 years. Now that COVID restrictions have eased, the possibility of restarting one or two of our popular fundraising events is back on the table.

### **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.**

The ongoing pandemic continues to make the environment unpredictable, and households are more unstable and at risk of losing their homes, so we anticipate an increased need in our community.

The projections for the number of cases under Intensive CM for this FY appear lower than what we served last year because HAWS is in a redevelopment phase. They are prioritizing folks (living in one development) to other HAWS properties which will decrease availability of units for our program and the community as a whole. The city just approved 100 additional low-income units, to be completed asap, so we will be monitoring that closely and maintaining close communication with the city.

Guest engagement is a barrier to project success. Many times, guests qualify for the program, but for various reasons, do not meet with their case manager or complete their responsibilities. Transportation is a struggle for many guests, which can prevent them from getting to and from necessary appointments. Physical and mental health issues, substance use, and lack of outside support also all play a role in how successful a guest may be in this program. Case managers are well aware of these challenges and work hard to communicate clearly and empower the guests to reignite their engagement. BCH also assists with transportation and referrals to other agencies that can provide



specialized assistance.

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

Staffing is difficult to recruit for, but our job postings are accessible to a wide variety of people and we continually strive to make BCH a positive working environment.. 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:	\$172,000
Number proposed to be served for the year:	978
Average City funds per beneficiary:	\$175.87
Proposed funds from all sources:	\$375,000
Number proposed to be served for the year:	978
Average total funds per beneficiary:	\$383.44

## F. Required Documents

Completed by bch@outfitters4.com on 11/17/2022 4:53 PM

Case Id: 16224

Name: Bethesda Center - Intensive Case Management -

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**

46876\_38031\_Code of Conduct.pdf

Attachment K 4. Conflict of Interest Policy.pdf

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

2020 - 2021 990.pdf

**Organization By-Laws \*Required**

46863\_24921\_BCH Bylaws.pdf

**Articles of Incorporation \*Required**

46862\_24922\_1559\_Articles of Incorporation (1) (1).pdf

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

38165\_Accounting and Financial Policies and Procedures.pdf

46866\_24923\_Policies and Procedure Manual.pdf

46874\_38032\_Anti-Discrimination.pdf

**IRS 501(c)3 Designation Letter \*Required**

Bethesda Center 501c3 Letter of Determination.pdf

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

Audit 21.final.pdf

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

**\*Required**

2022\_NC Secretary of State Solicitation License.pdf

Other

*\*\*No files uploaded*

## G. Income Based Projects/Services Only

Case Id: 16224

Name: Bethesda Center - Intensive Case Management -

Address: \*No Address Assigned

Completed by bch@outfitters4.com on 11/18/2022 8:55 AM

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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	59
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**

Our Shelter operates with a Housing First approach believe that anyone can be housed and the barriers to permanent housing can be minimized. This model prioritizes rapid placement and stabilization without any participation requirements or preconditions (such as sobriety or a minimum income threshold). Housing First allows emergency shelters to move individuals and families experiencing homelessness more quickly from their shelter beds into permanent housing, thus meeting the main objective of emergency shelter.

To meet the needs of the homeless population, Bethesda Center for the Homeless shelter operates from a low barrier policy. Our low barrier policy indicates for the guests that there are a minimum number of expectations for access to services. There is access to shelter entry 24 hours per day for individuals experiencing a crisis.

No individual in crisis will be denied emergency shelter services based on our Fair Housing Policy and our Anti-Discrimination policy. BCH has a formal grievance process available for situations in which a guest believes they have been treated unfairly. If they are dissatisfied with the decision regarding the grievance, they may appeal the matter.

The shelter intake process is vital to link homeless individuals to the Coordinated Entry System in Forsyth County, known as the Community Intake Center, which provides consistent and uniform access, assessment, prioritization, and referral processes to determine the most appropriate response to each person's immediate housing needs. Once an individual is accepted into the program, they are assigned a case manager who assesses their current needs and determines what obstacles they are facing, and given an orientation.

## H. Construction/Rehab Only

Completed by bch@outfitters4.com on 11/17/2022 4:53 PM

Case Id: 16224

Name: Bethesda Center - Intensive Case Management -

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.**

*\*\*No files uploaded*

**Participant/program data sample report**

*\*\*No files uploaded*

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

*\*\*No files uploaded*

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

*\*\*No files uploaded*

# I. Emergency Shelter Only

Completed by bch@outfitters4.com on 11/17/2022 4:53 PM

**Case Id:** 16224

**Name:** Bethesda Center - Intensive Case Management -

**Address:** \*No Address Assigned

---

## I. Emergency Shelter Only

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\*\* 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 bch@outfitters4.com on 11/17/2022 4:53 PM

Case Id: 16224

Name: Bethesda Center - Intensive Case Management -

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 bch@outfitters4.com on 11/18/2022 11:37 AM

**Case Id:** 16224

**Name:** Bethesda Center - Intensive Case Management -

**Address:** \*No Address Assigned

---

## 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.

Lisa Northrop

Electronically signed by bch@outfitters4.com on 11/18/2022 11:37 AM

# IDIS Setup

No data saved

**Case Id:** 16224

**Name:** Bethesda Center - Intensive Case Management -

**Address:** \*No Address Assigned

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## 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**