

A. Organization & Contact Information

Case Id: 16183
Name: Bethesda Center - Rapid Rehousing - FY23 - 24 -
Address: *No Address Assigned

Completed by bch@outfitters4.com on 11/18/2022 10:37 AM

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

Rapid Re-Housing

A.3. FY 2023-24 Funding Request Amount

\$55,900.00

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

1989

A.9. Organization Fiscal Year

July 1 - June 30

A.10. Federal Tax ID Number

581847103

A.11. Federal DUNS Number

HV2ZKBGXNVT7

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

William McDonald, Executive Director

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 10:58 AM

Case Id: 16183

Name: Bethesda Center - Rapid Rehousing - FY23 - 24 -

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B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

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

BCH respectfully requests a grant in the amount of \$55,900.00 to support two full-time Rapid Rehousing (RRH) Case Managers to work with our homeless guests. Case Managers will each serve over 20-25 participants a year. Caseloads are contingent upon the client's household level of needs. Case Managers are essential to supporting our guests' success and securing stabilization into permanent housing. BCH operates a day and night shelter serving homeless men and women 18 years and older in Forsyth County. Our homeless guests have little or no financial resources to secure affordable, permanent housing. Our Case Managers work with individuals to identify the necessary community resources to secure permanent housing. The COVID-19 pandemic has exponentially increased the number of homeless and domestic violence victims in our community thereby increasing the demand for shelter and safe, permanent housing. Maintaining these two staff positions at BCH will allow us to meet the needs of the aforementioned groups as we navigate the challenges associated with the COVID-19 pandemic and the effects on our guests. BCH staff is part of the following multi-agency teams: Winston-Salem/Forsyth County Council on Services to the Homeless, Community Intake Center, Coordinated Intake Center Assessment Team, and BCH has also built collaborative Housing Authority Forsyth County Department of Social Services and Wake Forest Baptist Health.

The goals of this Rapid Rehousing Program is to exit guests to permanent housing and to have the guests maintain their housing for at least 6 months or more.

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

There are multiple steps to our project participation. (1) Guests that enter our shelter services receive a shelter intake which enables them to be placed on the by name list for our community. The by name list tracks guests' homelessness as well as time of homelessness. (2) The CIC Director then recommends a CIC intake as needed so that all guests including RRH/PSH are linked to services when there is CM capacity. RRH/PSH referrals are only accepted through CIC. (3) CM then works closely with CIC Director to address service needs for referral and works collaboratively with agencies identified in the referral for the guest. The agency also participates in CIC meetings to review service needs for guests on the by name list. (4) Lastly, Case conferencing is provided through CIC to ensure that most appropriate service needs are met for extremely difficult cases.

NEED (7 POINTS)

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

Limited housing has been the biggest change impacting our organization. In addition, the lack of community housing, inflation and the rising cost of living and traveling is an additional burden to finding housing.

Our community has lacked affordable and safe housing during the pandemic and the implementation of the eviction

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moratorium. Two factors related to the project include (1) the rise in our chronic population and the amount of time this population experiences homelessness which classifies them as chronically homeless; and (2) the influx of younger individuals in the homeless community with varying degrees of barriers. This population ranges in age of 18-24 years old. Within this age group, we have seen transgender, pregnant females, and youth who have aged out of foster care with untreated mental illness. Due to the increase in numbers, BCH has assigned a Case Manager to address the needs of this group through the day and night shelter as they work to get matched to a permanent housing program. A challenge in the system that has emerged is reunifications which have not been possible with this age group. This population has more difficulties with mature self-sufficiency skills that also need to be supported through our services. Because they tend to drift in and out of services as well as inconsistently maintain contact with the Case Manager, they are a higher need population. Despite this, the Case Manager keeps an open-door policy with this population as their needs are ever changing and they know they are welcome to 'reach out' at any time. BCH strives to be a positive impact.

This proposal includes funding to maintain 2 FTE case manager positions that were previously covered by Cares Act funding in order to maintain services at current levels to secure permanent housing for residents.

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 leverages our 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), Daymark, Monarch and Insight (mental health, substance use, and grief counseling), Goodwill Industries (workforce development), United Way (administers financial assistance), Barnabas and X-Men (moving assistance), greeNest for home furnishings. A variety of churches, individuals, and restaurants provide meals. BCH finds that the collaborative approach provides a network of support for the homeless individual.

C. Strategy and Performance

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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):

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.

We currently use the Homeless Management Information System (HMIS) to track our homeless population. Each individual is tracked through an identified program. BCH would be able to utilize this system to track the homeless individuals' from beginning to the end of their services provided by the outreach case manager. The system allows us to track referrals to mainstream resources, income, and assessments. BCH uses weekly and monthly reports which indicate the number of individuals served, the achievement of goals, and housing status to measure performance and gauge program effectiveness. We also submit a quarterly performance report to the City and the State.

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

If goals are not achieved, then program adjustments are made in guests' plans and overall operations to ensure that

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guests obtain housing.

C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
Guests will exit to permanent housing	RRH case managers will provide guests with supportive services that include opportunities for employment or linkage to disability services as needed.	96% of 54 guests exited to permanent housing.	90% of 75 guests to exit into permanent housing	95% of 75 guests to exit into permanent housing
Families will maintain housing for 6+ months.	Case managers continue to meet and work with individuals after they are housed so they have a point of contact and resources to maintain their housing. CM will conduct necessary home visits and provide interventions as necessary.	Worked with 54 guests in housing. 96% maintained their housing.	Working with 61 guests expecting 96% to maintain housing	96% of 75 guests to maintain permanent housing

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	54	54
FY22-23 Current Year Projected Results	61	75
FY 23-24 Next Year Anticipated Results	75	75

C.6. FY 21-22 Program Accomplishments

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BCH has been able to maintain this program and move it forward despite the challenges of COVID, housing limitations, and the volatility of a participants' life situation.

C.7. FY 22-23 Key Objectives

BCH's key objective identified by this grant request is to maintain quality continuum of care while responding with appropriate flexibility as the needs of our guests increase and fluctuate due to the current pandemic. Guests are being linked to services that support their permanent housing status to include, financial resources, Medicaid, Veterans' assistance, etc., where applicable.

We plan to strategically coordinate ancillary services, implement personnel supports in education and engagement plans, enforce pro-social activities to foster a long-term independent lifestyle, and engage evidence-based services for eligible program participants.

By maintaining the current number of case managers on staff, BCH aims to increase the number of individuals that can be housed this year.

D. Organizational Capacity

Completed by bch@outfitters4.com on 11/18/2022 9:21 AM

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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'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. 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. Our case managers work diligently to ensure their basic needs are met by finding resources within the community. BCH measures the success of the guests by identifying and securing permanent affordable housing. This success is determined on Housing First as an evidence-based model. Therefore, guests that remain in permanent housing for 6 months or longer are determined housed and deemed stable.

Due to the COVID-19 pandemic, there is an exponential increase in the population of homeless in our community, thereby increasing the demands of the staff at BCH. Being able to maintain our two Case Managers would allow BCH to adequately service the increase in the number of homeless in our community and more efficiently identify and secure permanent housing for these individuals.

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 its 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
Rapid Rehousing Case Manager	Conduct participant assessments; address service needs of participant on regular basis; conduct home visits and provide interventions as necessary; monthly contact or more with guests; serves as liaison, advocate, and coach for guest	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		2			3	
Technicians						
Office/Clerical						
Laborers/Service Workers		3			6	
Total Full-Time	1	5	0	0	11	0

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	
Total Part-Time/Temp	0	0	2	0	4	0

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

10

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 renewal funding.

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 organization 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: 16183

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E. Cost Effectiveness

Please provide the following information.

BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$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
Total Expenditures by Program	\$1,304,325.00	\$1,225,169.00	\$1,323,176.00

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
Total Expenditures by Category	\$1,304,325.00	\$1,225,168.00	\$1,323,177.00

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
Total Revenues by Category	\$1,304,325.00	\$1,225,169.00	\$1,323,177.00

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

Other Operating Expenditures includes Client Deposits/Rent/Arrears, Client Housing Transition, Client Vision, Interest, Bank & Merchant Fees, Insurance, Print/Copy, Internship, Facility Maintenance & Repairs, IT Maintenance & Repairs, Equipment Maintenance & Repairs, Dumpster Fees, Office Supplies

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	\$44,012.00
2018	ESG Women's Night	\$44,776.00
2018	ESG Day and Men's	\$58,038.00
2018	ESG Day and Men's	\$25,764.00
2018	COC BC-PH-CM	\$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
2021	Women's Night Shelter ESG Funding	\$25,732.00
2021	Permanent Housing Case Management	\$150,557.00

2021	City Intensive Case Management	\$160,000.00
2021	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
RRH Case Manager	\$52,000.00	\$60,000.00	Private Funds, Individual, Church, and Business Contributions
Admin	\$3,900.00	\$5,000.00	Private Funds, Individual, Church, and Business Contributions
	\$55,900.00	\$65,000.00	

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.

Funding will support 2 full-time Rapid Rehousing (RRH) Case Managers to work with our homeless guests. Case Managers will each serve over 20-25 participants a year. Caseloads are contingent upon the client's household level of needs. Case Managers are essential to supporting our guests' success and securing stabilization into permanent housing. BCH operates a day and night shelter serving homeless men and women 18 years and older in Forsyth County. Our homeless guests have little or no financial resources to secure affordable, permanent housing. Our Case Managers work with individuals to identify the necessary community resources to secure permanent housing.

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.

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.

While BCH will seek to secure funding through other sources if this project funding request is not funded at the full amount, without city funding, we would need to downsize the number of program case managers available to clients.

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.

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 20years. 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 looking their homes, so we anticipate an increased need in our community. We plan to keep meeting regularly with program partners and collaborators to maintain relationships with the City of Winston Salem.

The limited housing stock is a barrier. Case Managers work with landlords to house as many people as possible. Recently, the City has approved plans to expand the number of affordable housing units by 100, so we will maintain our relationship and communication lines with the City as that project comes to fruition.

Transportation continues to be a barrier for many people, so BCH will be using our van as much as possible and partnering with WSTA for discounted bus passes.

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

No anticipated institutional barriers at this time.

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:	\$55,900
Number proposed to be served for the year:	75
Average City funds per beneficiary:	\$745.33
Proposed funds from all sources:	\$120,900
Number proposed to be served for the year:	75
Average total funds per beneficiary:	\$1,612

F. Required Documents

Completed by bch@outfitters4.com on 11/16/2022 4:08 PM

Case Id: 16183

Name: Bethesda Center - Rapid Rehousing - FY23 - 24 -

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

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: 16183

Name: Bethesda Center - Rapid Rehousing - FY23 - 24 -

Address: *No Address Assigned

Completed by bch@outfitters4.com on 11/17/2022 4:15 PM

G. Income Based Projects/Services Only

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

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

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

Income Range	# to be served
0 to 30% of median	75
31% to 50% of median	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 4:06 PM

Case Id: 16183

Name: Bethesda Center - Rapid Rehousing - FY23 - 24 -

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.**
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

H.1. Describe the proposed project and provide plans. If the project is approved, we will need a detailed work write-up.

H.2. Provide a projected timeline for the proposed work.

H.3. Describe how the project will be managed, including the contractor procurement process.

H.4. Describe the target market, including any special populations to be served.

H.5. Describe the services or program you plan to provide.

H.6. Describe the property management plan.

H.7. List the development team members.

H.8. Describe the financial capability of the sponsor/owner organization.

H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govt Funding
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Documentation

Development budget that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet.

***No files uploaded*

Participant/program data sample report

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

I. Emergency Shelter Only

Completed by bch@outfitters4.com on 11/17/2022 4:06 PM

Case Id: 16183

Name: Bethesda Center - Rapid Rehousing - FY23 - 24 -

Address: *No Address Assigned

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$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 11/18/2022 11:43 AM

Case Id: 16183

Name: Bethesda Center - Rapid Rehousing - FY23 - 24 -

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$112,000.00
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)	\$8,900.00
Information and Referral	\$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

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Case Id: 16183

Name: Bethesda Center - Rapid Rehousing - FY23 - 24 -

Address: *No Address Assigned

Submit

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Lisa Northrop

Electronically signed by bch@outfitters4.com on 11/18/2022 11:43 AM

IDIS Setup

No data saved

Case Id: 16183

Name: Bethesda Center - Rapid Rehousing - FY23 - 24 -

Address: *No Address Assigned

IDIS Setup

Please provide the following information.

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE