

# A. Organization & Contact Information

**Case Id:** 16177  
**Name:** Bethesda Center - Emergency Shelter - FY23-24 -  
**Address:** \*No Address Assigned

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

Emergency Shelter Services and Operations

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

\$394,525.00

### 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

58-1847103

### 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 10:57 AM

**Case Id:** 16177

**Name:** Bethesda Center - Emergency Shelter - FY23-24 -

**Address:** \*No Address Assigned

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## B. Project Overview

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Please provide the following information.

### APPROACH (7 POINTS)

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

BCH's mission 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. This shelter serves an average of 460 guests a year. 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.

Bethesda Center for the Homeless (BCH) respectfully requests funding in the amount of \$394,525 to support BCH's Emergency Day and Night shelter operations for men and women. The pandemic, inflation, and our community's affordable housing crisis, requires an increase in our services and, at times, a different approach. Shelter staff (monitors, Shelter director, and a shelter case manager), cleaning and maintenance, and shelter management are all aspects of the program needing funding. These funds would be used as follows:

Shelter Monitor Coverage: Full-time 24/7/365 front desk coverage

Cleaning/Maintenance: Supports shelter maintenance with a full-time maintenance tech and supplies

Transportation: Auto expenses for transportation services (gas, registration, maintenance)

Shelter Director: Full-time position for shelter supervision

Shelter case manager: Full-time position for in-shelter case management

This is asking for funding to cover a lot of essential functions of BCH. We will appreciate as much support as possible.

BCH's goal and objective is to maintain these services and the quality of oversight/facilities, as these offerings are critical to the continuum of care we offer. This allows us to support our guests by giving them a safe place of refuge, while also offering the opportunity to work with a Case Manager to identify individual needs and goals and transportation to critical appointments. Ultimately, guests will be able to find affordable permanent housing.

Population and number of participants to be served:

BCH's population is adult men and women 18 years and older without discrimination to race or circumstance. The majority of our guests have little to no income. According to the federal poverty guidelines, 100% of guests fall well below the poverty threshold.

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

Due to BCH's role in the community of providing services to the homeless population, we receive individuals through referrals and word of mouth. BCH also will accept referrals through community advocates. Individuals are assessed to address service needs as well as supportive needs.

BCH's Day shelter is the area's only Day shelter that's open to everyone, and it's open seven days a week. Guests can just arrive at our front door for service. The Day shelter can be used even if the guest doesn't stay the night.

- Shelter intakes are completed Monday- Thursday 9:00 am-4:00 pm, and Friday as needed by the Shelter Director or assigned shelter staff.
- All Intakes should be completed within 3 days of arrival at Bethesda Center for the Homeless. This is to include guests who utilize only the Day Shelter as well.
- All intakes are entered in the Homeless Management Information System (HMIS) with appropriate signed consents from the guests. This process is necessary so that the Guest can be placed on the community By-Name-List.
- Guests receive an orientation that allows the guests to learn services provided by Bethesda Center for the Homeless as well as policies and procedures (and expectations).

BCH promotes the program during shelter and case management orientation that occurs weekly at the shelter. BCH also communicates with local shelters, promoting the program and updating availability to accept referrals. The service plan assists and supports the homeless individual(s) through goal setting in an effort to have a beneficial outcome from services received. Intensive case management services are the driving force for a beneficial outcome by walking closely with and providing a wholistic approach to service needs for the people we serve.

We use the CoC's coordinated entry system to prioritize housing services. We look at their VI-SPDAT scores and other risk factors to get as many high risk guests sheltered. The case management team conferences on the more difficult cases to think of ways to best engage with the guest. BCH's Director of case managers and the Rapid Rehousing case manager attend the regular Community Intake Center meetings and participates in various activities. Activities include participating in surveys, training for permanent supportive housing packets, and partnering with the city to disseminate information.

Once the participant is checked-in to our day or night shelter services, they have access to support services that include community resources and referrals, access to facility services (laundry, showers, restroom, telephone, mail, toiletries, resource center/computer lab, resume, employment referrals) and transportation assistance. Guests can connect with a case manager during their stay to help them find permanent, quality housing.

Ultimately, by using our day and night shelter services, we can help participants meet their most critical daily needs, while providing them with the resources and direction to find and sustain permanent housing.

### **NEED (7 POINTS)**

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

- The 2020 Winston Salem Point in Time Count reported over 500 men and women experiencing homelessness.
- Systemic racism is a root cause of homelessness, with African Americans disproportionately impacted by homelessness. Over 90% of our guests are African American.
- Moreover, COVID-19, our community's lack of affordable housing, and inflation have also increased the need for this program.

BCH is the area's only day shelter that is open seven days a week, accommodating anyone who needs service, and it touches hundreds of lives every year. 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. 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.

By providing Emergency Day and Night shelter services, we can meet the basic needs of individuals in our community. An individual experiencing homelessness needs access to laundry, showers, restrooms, telephones, computers, health care, transportation assistance and more. BCH's Emergency Shelter is here to provide those services so individuals can regain their independence and dignity and become contributing members of society.

#### **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.

Wake Forest Baptist Health is a collaborating partner. Because many of our guests have barriers such as mental health, substance abuse and medical needs, Wake Forest Baptist Health partners to provide medical services to the homeless population weekly. This program does not require guests to have medical insurance; free clinic services are provided to include prescriptions, assessments, referrals, and minor medical services.

Other collaborations include: Department of Social Services (provides food stamp and Medicaid resources), Samaritan Ministries (provides additional shelter beds and lunch resources), Outreach (helps locate our homeless guests on the streets), United Way (administers financial assistance), Barnabas and X-Men (moving assistance), greeNest for home furnishings. A variety of churches, individuals, and restaurants provide meals. These partners are keys to the success of our guests transitioning.

Our participation in COC meetings is consistent. The Executive Director and Director of Case Management have served as representatives or attended CoC meetings including the monthly Operating Cabinet and bi-monthly Full Council. Our Shelter Director and other case managers also attend.

## C. Strategy and Performance

Completed by bch@outfitters4.com on 11/18/2022 9:56 AM

Case Id: 16177

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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.

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. This happens in an appeals meeting, where individuals who are close to securing housing can receive extensions. If they are not close, case managers look to see if there's a roadblock and what alternative measures can be taken. Case managers assess potential new partnerships or incentives that assist in the economic stability of Guests as they transition into neighbors and citizens of Winston Salem.

**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
Work with homeless individuals to identify, obtain and retain permanent housing while providing supportive services and other resources, empowering them to live stable lives.	Shelter case managers and staff work with individuals to assess needs, goals and define an action plan to reach identified goals and ultimately secure permanent housing.	BCH placed 94 individuals in permanent housing. 98% of those individuals have remained in housing for 6 months or more.	Place 115 individuals in permanent housing. 90% of those individuals remain in housing for 6 months or more.	Place 125 individuals in permanent housing. 90% of those individuals remain in housing for 6 months or more.
Provide emergency shelter and basic human needs to individuals in need.	Provide low barrier access to essential needs (shelter, beds, meals, hygiene, access to technology, etc.)	Provide Day shelter to 402 individuals; provide Night shelter to 423 individuals	Provide Day shelter to 650 individuals; provide Night shelter to 684 individuals	Provide Day shelter to 750 individuals; provide Night shelter to 800 individuals
Work with individual to identify individual needs regarding community wide services.	Work with community partners; secure new community partnerships; provide individuals with list of resources available that they're interested in using.	Maintained 90% of collaborative service partnerships	Maintain 90% of collaborative service partnerships; secure 3-5 new partnerships	Maintain 90% of collaborative service partnerships; secure 3-5 new partnerships

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years	519	919

Results		
FY22-23 Current Year Projected Results	849	1,449
FR 23-24 Next Year Anticipated Results	975	1,675
FY 23-24 Next Year Anticipated Results	975	1,675

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

In June 2022, we were awarded a \$250,000 (over two years) Goldman Sacs Grant for organization operations. BCH received grant funding for extensive shelter renovations.

**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.

With funding for shelter renovations, BCH plans to make progress in furniture selections, plumbing, repairs, painting, and security system upgrades, with a goal finish date of Spring 2023.

BCH is also working collaboratively in FY22-23 to assist with providing case management and monitoring of overflow families over the winter.

## D. Organizational Capacity

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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 Emergency Day and Night Shelter programs allow BCH to 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.



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
Shelter Monitor	Check Day Shelter guests in upon arrival and monitor during Day Shelter hours (7:00 am - 6:30 pm); Provide supervision and security in the Night Shelter.	30	50.00 %
Maintenance Technician	Facility repairs, preventative maintenance, and daily upkeep of facility	40	50.00 %
Shelter Case Manager	Daily and weekly meetings with guests to provide resources and support services to help guests secure housing.	40	50.00 %
Shelter Director	Oversight and management of shelter facilities and operations.	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	Lead Case Manager	\$52,000.00	0.00 %
Keshia Gonzalez	Shelter Director	\$52,000.00	50.00 %

**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	
Total Full-Time	1	4	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 application is for 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 Emergency 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.

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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

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Name: Bethesda Center - Emergency Shelter - FY23-24 -

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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	\$596,711.00
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>\$1,852,835.00</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 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	\$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
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
Personnel	\$265,000.00	\$280,000.00	Private Funds, Individual, Church, and Business Contributions
Shelter Maintenance	\$65,000.00	\$68,000.00	Private Funds, Individual, Church, and Business Contributions
Shelter Utilities	\$36,000.00	\$40,000.00	Private Funds, Individual, Church, and Business Contributions
Transportation	\$1,000.00	\$2,000.00	Private Funds, Individual, Church, and Business Contributions
Admin	\$27,525.00	\$30,000.00	Private Funds, Individual, Church, and Business Contributions
	\$394,525.00	\$420,000.00	

**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.**

Personnel: This includes 15 FTE shelter monitors, a maintenance technician, a Shelter Director and Shelter Case Manager.

Maintenance: Fees associated with ongoing maintenance of facility

Utilities: Water, electricity, internet, and cable that is used to keep the shelter clean, climate control, guest services, guest personal admin, guest showers and other support services

Transportation fees to cover gas, van maintenance, and van registration

**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, Insight, 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 provides Medicaid and Food stamp resources.

Private citizens provide meals onsite for our participants.

By providing these in-kind services and products, BCH can direct city funds to other pressing needs.

**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 different from last year in that it does not include funding for workforce development/education programs, and the staffing requests have changed from a part-time driver, assistant shelter director, and behavior health, to Shelter Director and a Shelter Case Manager. Our programming is currently on pause, and staffing positions over the year have shifted to this current state.

This is asking for funding to cover a lot of essential functions of BCH. We will appreciate as much support as possible.

If the funding request is not funded at the full amount, BCH will reallocate the budget to ensure we retain as many staff members as possible, but may need to cut hours and services.

**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 losing their homes, so we anticipate an increased need in our community. We plan to keep meeting regularly with program partners and collaborators in order to not duplicate efforts and so that each agency contribute with their strengths. We also plan to continue to come up with creative ways to help participants secure the services they need.

In addition, our current staff are exceeding their normal expectations for workload. To retain our staff, we need to return them to a more reasonable workload. These requested funds will assist with overcoming this barrier, and BCH is also actively seeking additional funds for support.

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

The overall facility layout and structure is not ideal for day-to-day operations. In addition, the age of the facility and age of equipment means services may be out of order and may require costly unanticipated repairs. The renovation grant that we received is designed to address some of these issues. Funding for a maintenance technician will help keep repair and maintenance costs in-house, and provide preventative maintenance. BCH is also actively seeking additional funds for capital support.

**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:	\$394,525
Number proposed to be served for the year:	1675
Average City funds per beneficiary:	\$235.54
Proposed funds from all sources:	\$814,525
Number proposed to be served for the year:	1675
Average total funds per beneficiary:	\$486.28

## F. Required Documents

Completed by bch@outfitters4.com on 11/16/2022 4:09 PM

Case Id: 16177

Name: Bethesda Center - Emergency Shelter - FY23-24 -

Address: \*No Address Assigned

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### F. Required Documents

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Please provide the following information.

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#### Documentation

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**Code of Conduct/Conflict of Interest Policy \*Required**

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

46874\_38032\_Anti-Discrimination.pdf

46866\_24923\_Policies and Procedure Manual.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: 16177  
Name: Bethesda Center - Emergency Shelter - FY23-24 -  
Address: \*No Address Assigned

Completed by bch@outfitters4.com on 11/18/2022 9:59 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	1,675
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 4:04 PM

Case Id: 16177

Name: Bethesda Center - Emergency Shelter - FY23-24 -

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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

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

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

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

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

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

**H.6. Describe the property management plan.**

**H.7. List the development team members.**

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

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

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

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

*\*\*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 4:04 PM

Case Id: 16177

Name: Bethesda Center - Emergency Shelter - FY23-24 -

Address: \*No Address Assigned

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## 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	\$50,000.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$2,000.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$52,000.00

### Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$481,640.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$24,000.00
Utilities	\$68,500.00
Food	\$1,000.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$6,000.00
Maintenance or Minor Repairs	\$121,500.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$702,640.00

## J. Rapid Rehousing and HMIS Only

Completed by bch@outfitters4.com on 11/17/2022 4:04 PM

Case Id: 16177

Name: Bethesda Center - Emergency Shelter - FY23-24 -

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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

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

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

#### Rapid Rehousing Financial Assistance

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

#### Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

#### HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00



## Submit

Completed by bch@outfitters4.com on 11/18/2022 11:39 AM

**Case Id:** 16177

**Name:** Bethesda Center - Emergency Shelter - FY23-24 -

**Address:** \*No Address Assigned

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## Submit

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

Lisa Northrop

Electronically signed by bch@outfitters4.com on 11/18/2022 11:39 AM

## IDIS Setup

No data saved

**Case Id:** 16177

**Name:** Bethesda Center - Emergency Shelter - FY23-24 -

**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**