

1 BENEFICIARY AGREEMENT BY AND BETWEEN CITY OF GRAND JUNCTION, COLORADO,
2 AND JOSEPH CENTER FOR A \$100,000 AWARD (AWARD) FOR THE
3 SUPPORT OF EMERGENCY AND TRANSITIONAL SHELTER SERVICES, STABILIZATION OF
4 PROGRAMS AND CONTINUED STABILIZATION SERVICES FOR THE COMPREHENSIVE
5 SOLUTIONS FOR INDIVIDUALS EXPERIENCING HOMELESSNESS

6 THIS AGREEMENT (AGREEMENT) is made between the City of Grand Junction, a
7 Colorado Home Rule Municipality (CITY), and THE JOSEPH CENTER (BENEFICIARY).

8 Collectively the CITY and the BENEFICIARY may be referred to as the PARTIES.

9 RECITALS:

10 In alignment with the City's 2023 Unhoused Needs Assessment and the 2024 Unhoused
11 Strategy and Implementation Plan, the City released RFP-5684-25-KF, titled
12 Comprehensive Community Solutions for Individuals Experiencing Homelessness, during
13 the week of May 12, 2025. The RFP sought PROPOSALS that would advance long-term
14 solutions focused on homelessness prevention, stabilization, and pathways into
15 permanent housing, with an emphasis on collaboration, demonstrated capacity, and
16 alignment with City housing and homelessness reduction goals.

17 The solicitation remained open through July 1, 2025, and indicated that up to \$500,000
18 per year could be awarded, subject to budget availability and City Council approval,
19 for a potential three-year funding period. PROPOSALS were invited that addressed
20 emergency sheltering, housing stabilization, homelessness prevention, and critical
21 public health, mobility, and basic needs, with encouragement to leverage multiple
22 funding sources, including Community Development Block Grant (CDBG) funds where
23 applicable.

24 The RFP Review Committee reviewed PROPOSALS based on responsiveness to the
25 solicitation, understanding of community needs and City goals, organizational capacity
26 and experience, implementation strategy, and budget efficiency.

27 The BENEFICIARY was selected for funding based on its demonstrated capacity, strong
28 performance history, and direct alignment to the use of funds to support emergency
29 and transitional housing efforts and services, stabilization of expanded services, and
30 supporting continued partnership with United Way of Mesa County for the most
31 vulnerable in the community including those seeking to secure or retain stable housing.

32 Consistent with the City's annual budget process, and approved through Ordinance
33 5235, and the use of one-time funding, the recommended award to BENEFICIARY to
34 support emergency and transitional housing, and homeless intervention and
35 stabilization activities under the Comprehensive Solutions for Individuals Experiencing
36 Homelessness initiative. Future funding consideration, if any, will be subject to City
37 Council approval, budget availability, and demonstrated program performance.

38 The BENEFICIARY has committed to use the AWARD for the purposes stated in its
39 PROPOSAL and in this AGREEMENT to directly address affordable housing.

40 On January 7, 2026, the City Council of the CITY approved this AGREEMENT by and with
41 the adoption of Resolution __-26 (RESOLUTION).

42 In consideration of the foregoing RECITALS and other good and valuable consideration
43 the sufficiency of which is acknowledged, both for the making and enforcement of this
44 AGREEMENT, the BENEFICIARY and the CITY do agree to the terms of this AGREEMENT
45 for the use of the AWARD for the purposes of the PROPOSAL and as otherwise required
46 and provided in this AGREEMENT.

47 1. EFFECTIVE DATE AND TERM

48 This AGREEMENT shall commence when executed by all PARTIES and remain in effect
49 until December 31, 2026, unless sooner terminated by the CITY in writing as contained
50 herein.

51 2. AWARD TO BE PAID TO BENEFICIARY

52 The CITY will pay the BENEFICIARY in accordance with this AGREEMENT the sum of one
53 hundred thousand (\$100,000), in one lump sum upon receipt of invoice.

54 3. LIMITATIONS REGARDING THE USE OF THE AWARD

55 The BENEFICIARY shall ensure that the AWARD is expended in accordance with this
56 AGREEMENT and shall be only for the purposes described in the PROPOSAL and in this
57 AGREEMENT. The PROPOSAL is incorporated into this agreement and attached as
58 Appendix A.

59 4. REPORTING REQUIREMENTS

60 To ensure compliance with this AGREEMENT/the purposes of the PROPOSAL the
61 BENEFICIARY shall provide to the CITY an annual report on the utilization of the AWARD
62 for and in support of the PROPOSAL and this AGREEMENT. The BENEFICIARY shall also
63 provide, if requested, any backup documentation as may reasonably be required by
64 the CITY. The REPORT must include a written statement, signed by the BENEFICIARY,
65 indicating that the use of the AWARD comports with the PROPOSAL and this
66 AGREEMENT.

67 5. TERMINATION

68 This AGREEMENT will terminate after the BENEFICIARY's full and complete performance
69 of the provision of housing/housing services contemplated by the PROPOSAL and this
70 AGREEMENT.

71 Either party may terminate this agreement in writing to the other party. In the event of
72 termination prior to expenditure of the entire amount of AWARD by BENEFICIARY, any
73 unused funds shall be returned to the CITY.

74 If BENEFICIARY is in breach of this AGREEMENT or any provisions with the APPLICATION,
75 the CITY shall notify BENEFICIARY in writing within 30 days of discovery of the breach.
76 BENEFICIARY shall have 14 days to cure the breach. If BENEFICIARY does not cure the

77 breach, this AGREEMENT shall be terminated, and remaining funds shall be returned to
78 the CITY.

79 6. INDEPENDENT CONTRACTOR

80 Neither the CITY nor the BENEFICIARY shall be deemed by virtue of this AGREEMENT to
81 be engaged in an association, partnership, joint venture, or a relationship of principal
82 and agent, or employer and employee. The BENEFICIARY shall not be, or be deemed to
83 be, or act or purport to act, as a partner, employee, agent, or representative of the
84 CITY for any purpose.

85 7. HOLD HARMLESS AND INDEMNIFICATION

86 The BENEFICIARY agrees to defend, indemnify, and hold the CITY, its officers, officials,
87 employees, and agents harmless from and against any and all claims, injuries,
88 damages, losses or expenses, whether in contract or tort, including without limitation
89 personal injury, bodily injury, sickness, disease, or death, or damage to or destruction of
90 property, which are alleged or proven to be caused in whole or in part by an act or
91 omission of the BENEFICIARY, its officers, directors, employees, and/or agents relating to
92 the BENEFICIARY's performance, or failure to perform, under this AGREEMENT. The
93 BENEFICIARY's obligation to indemnify and hold the CITY its officers, officials, employees,
94 and agents harmless shall survive the expiration or termination of this AGREEMENT.
95 Nothing in this AGREEMENT shall serve as a waiver of the CITY's governmental immunity
96 under C.R.S. § 24-10-101, *et seq.*

97 8. COMPLIANCE WITH LAWS

98 The BENEFICIARY shall comply with all applicable federal, state, and local laws and all
99 requirements regarding the receipt and expenditure of the AWARD.

100 9. MAINTENANCE AND AUDIT OF RECORDS

101 The BENEFICIARY shall maintain records, books, documents, and other materials
102 relevant to its performance, or non-performance, under this AGREEMENT. Records,
103 including but not limited to those informing the REPORT, shall be subject to inspection,
104 review, and audit by the CITY or its designee(s) for three (3) years following termination
105 of this AGREEMENT. If it is determined during the course of the audit that the
106 BENEFICIARY failed to expend any or all of the AWARD for any purpose other than
107 performing the work/services as provided in the PROPOSAL and this AGREEMENT, or if
108 the BENEFICIARY fails to substantially perform as provided in the PROPOSAL and this
109 AGREEMENT, the BENEFICIARY shall reimburse the CITY for each, every, and all improper
110 and/or unmade expenditure(s). The BENEFICIARY agrees to make such
111 reimbursement(s) to the CITY within 30 days of a written request(s) made to the
112 BENEFICIARY.

113 10. NOTICES

114 Any notices desired or required to be given hereunder shall be in writing, and shall be
115 deemed received three (3) days after deposit with the United States Postal Service

116 postage fully prepaid, return receipt requested, and addressed to the party to which it
117 is intended at its last known address, or to such person or address as either party shall
118 designate to the other from time to time in writing forwarded in like manner:

119 BENEFICIARY

120 The Joseph Center
121 Attn: Mona Highline
122 2511 Belford Ave, Suite B _____
123 Grand Junction, CO 81501 _____

124

125 CITY

126 Attn: Mike Bennett
127 250 N. 5th Street
128 Grand Junction, CO 81501

129

130 11. IMPROPER INFLUENCE

131 The BENEFICIARY warrants that it did not employ, retain, or contract with any person or
132 entity on a contingent compensation basis for the purpose of seeking or obtaining this
133 AGREEMENT.

134 12. CONFLICT OF INTEREST

135 The elected and appointed officials and employees of the CITY warrant that they
136 individually and collectively have no, and shall not have, any personal interest, direct or
137 indirect, which gives rise to a conflict of interest.

138 13. SURVIVAL

139 The provisions of this AGREEMENT that by their purpose should survive expiration or
140 termination of the AGREEMENT shall so survive. Those provisions include without
141 limitation Hold Harmless and Indemnification and Maintenance and Audit of Records.

142 Nothing in this agreement shall prevent the CITY from any relief or causes of action in
143 law or equity related to a breach of this agreement.

144 14. AMENDMENT

145 No amendment or modification to the AGREEMENT shall be effective without prior
146 written consent of the authorized representatives of the Parties.

147 15. GOVERNING LAW; VENUE

148 This AGREEMENT shall be governed in all respects by the laws of the State of Colorado,
149 both as to interpretation and performance, without regard to conflicts of law or choice
150 of law provisions. Any action arising out of or in conjunction with the AGREEMENT may
151 be instituted and maintained only in a court of competent jurisdiction in Mesa County,
152 Colorado.

153 16. NON-WAIVER

154 No failure on the part of the CITY to exercise, and no delay in exercising, any right
155 hereunder shall operate as a waiver thereof, nor shall any single or partial exercise by
156 the CITY of any right hereunder preclude any other or further exercise thereof or the
157 exercise of any other right. The remedies provided herein and at law or in equity are
158 cumulative and not exclusive.

159 17. BINDING EFFECT

160 This AGREEMENT shall be binding upon and inure to the benefit of the Parties.

161 18. ASSIGNMENT

162 The BENEFICIARY shall not assign or transfer any of its interests in or obligations under this
163 AGREEMENT without the prior written consent of the CITY.

164 19. ENTIRE AGREEMENT

165 This AGREEMENT together with the attachments constitutes the entire agreement
166 between the CITY and the BENEFICIARY for the use of the AWARD paid/received under
167 this AGREEMENT.

168 20. NO THIRD-PARTY BENEFICIARIES

169 Nothing herein shall or be deemed to create or confer any right, action, or benefit in,
170 to, or on the part of any person or entity that is not a party to this AGREEMENT. Any
171 benefit to any person(s) is incidental to the AGREEMENT and/or the BENEFICIARY's
172 fulfillment of the AGREEMENT.

173 21. CIVIL RIGHTS COMPLIANCE

174 The BENEFICIARY shall meet legal requirements relating to nondiscrimination. Those
175 requirements include ensuring that the BENEFICIARY does not deny benefits or services,
176 or otherwise discriminate on the basis of race, color, national origin (including limited
177 English proficiency), disability, age, or sex (including sexual orientation and gender
178 identity), in accordance with the following authorities: Title VI of the Civil Rights Act of
179 1964 (Title VI) Public Law 88-352, 42 U.S.C. 2000d-1 et seq., and the Department's
180 implementing regulations, 31 CFR part 22; Section 504 of the Rehabilitation Act of 1973
181 (Section 504), Public Law 93-112, as amended by Public Law 93-516, 29 U.S.C. 794; Title
182 IX of the Education Amendments of 1972 (Title IX), 20 U.S.C. 1681 et seq., and the
183 Department's implementing regulations, 31 CFR part 28; Age Discrimination Act of 1975,
184 Public Law 94-135, 42 U.S.C. 6101 et seq., and the Department implementing regulations
185 at 31 CFR part 23, or the Colorado Anti-Discrimination Act, C.R.S. § 24-34-300.5 et seq..

186 22. SEVERABILITY

187 If one or more provisions of this AGREEMENT shall be determined to be invalid by any
188 court of competent jurisdiction or agency having jurisdiction thereof, the remainder of

189 the AGREEMENT shall remain in full force and effect and the invalid provisions shall be
190 deemed severed.

191 23. AUTHORIZATION

192 By signing the BENEFICIARY and the CITY represent and warrant to the other that the
193 signer has the full power and authority to execute this AGREEMENT on behalf of the
194 entity for whom he/she signs and to bind that entity to the terms hereof.

195 BENEFICIARY:

196 The Joseph Center

197 By: Mona Highline Date: 2/3/2026

198 Mona Highline, Executive Director

199

200 City of Grand Junction Colorado

201 By: [Signature] Date: 2.3.26

202 Mike Bennett, City Manager

203

Appendix A: Joseph Center Proposal and Addendums

4.4.1. Cover Letter & Executive Summary

Date: June 21, 2025

To: Kathleen Franklin, Purchasing Agent – City of Grand Junction

Address: 250 N 5th St, Grand Junction, CO 81501

Subject: *RFP-5684-25-KF – Comprehensive Community Solutions for Individuals Experiencing Homelessness*

Dear Ms. Franklin,

On behalf of the Joseph Center, I am pleased to submit this proposal requesting \$200,000 per year (a-three-year total \$600,000) to expand and sustain a continuum of services that address homelessness, housing instability, and behavioral-health recovery in Mesa County.

Operating since 2015, the Joseph Center provides day shelter, family and women's housing, fiduciary services, peer recovery support, and street outreach, collectively serving more than 1,000 unique individuals annually. City support will allow us to stabilize 200+ families and women each year, deliver 5,670 meals to unsheltered neighbors, and integrate service data across community-wide service providers and the Community Resource Network to drive measurable community impact.

We appreciate the City's leadership in advancing coordinated solutions for individuals experiencing homelessness. We are confident that this proposal fully aligns with the priorities outlined in the Notice of Funding Opportunity and stands ready for rapid, accountable implementation.

Thank you for your consideration.

Sincerely,
Mona K. Highline
Executive Director, The Joseph Center
(970) -812-1526 mhighline@josephcentergj.com

Executive Summary

I. Executive Summary The Joseph Center, located in Mesa County, Colorado, respectfully submits this proposal to request funding to expand and sustain its comprehensive support services for individuals and families experiencing homelessness or housing insecurity. With a deep commitment to dignity, stability, and community collaboration, the Joseph Center serves over 1,000 people annually through programs that include shelter, transitional housing, case management, fiduciary services, and behavioral health support. Funding will enhance capacity across key service lines, increase access to coordinated care, and support public-private partnerships that directly address root causes of homelessness.

II. Organizational Overview: Founded on the belief that every person deserves access to safety and opportunity, the Joseph Center has become a hub for innovative, person-centered services in Grand Junction. The center provides housing and wraparound support to individuals and families through a trauma-informed lens. Its programs primarily supports Mesa County residents but spans 15 counties in western Colorado, offering a regional safety net that integrates financial management, behavioral health recovery, and peer-led support. The Joseph Center is committed to providing an inclusive and accessible environment for all individuals, in full compliance with the Americans with Disabilities Act (ADA). We ensure that our facilities, programs, and services are accessible to people with disabilities and continuously work to identify and remove barriers to participation.

Reasonable accommodations are available upon request, and our staff is trained to support individuals with varying needs. The Joseph Center complies with all applicable federal and state accessibility standards and actively promotes equal opportunity for all clients, staff, and community members.

The Joseph Center seeks City of Grand Junction funding to strengthen eight inter-locking programs that comprise an evidence-based, trauma-informed response to homelessness:

1. Day Shelter – Safe daytime space (Tues–Fri) offering meals, computers, navigation for support services, access to water, hand washing, toilets and waste disposal 30–40 guests daily.
2. Family Center – 24/7 intermediate shelter and wrap-around services for families escaping homelessness or domestic violence. Amenities include water, hand washing, toilets, waste disposal, laundry, showers and kitchen for food service plans. 10-16 sleeping accommodations. Bus passes available upon request
3. Golden Girls Project – 24/7 women’s transitional housing ages 50 and older serving 10–16 residents. Amenities include water, hand washing facilities, toilets, waste disposal, laundry facilities, showers, and a kitchen for food service plans. Bus passes available upon request
4. Integrated Financial Services (IFS) – Representative Payee, Conservatorship/Guardianship, VA Fiduciary, and budget counseling for 120 clients across 15 counties.

5. Operation Streamline – Partnership with four agencies to coordinate wrap-around care for 50–100 families.
6. Celebrate Recovery – 12-step program engaging 42–60 participants annually.
7. Peer Recovery Support Group – Peer-led groups serving 200–300 individuals annually.
8. Street Outreach & Meals – Mobile outreach distributing 5,670 hot meals per year while linking clients to shelter and health services.

Funding will cover critical personnel, facility operations, program supplies, and transportation. Anticipated annual outcomes include rehousing 100 families/women, maintaining housing stability for $\geq 90\%$ of IFS clients, and documenting all services in HMIS/CRN for transparent reporting.

4.4.2. Relevant Experience & Qualifications

The Joseph Center brings over a decade of demonstrated success in delivering housing stabilization, fiduciary support, and wraparound services to vulnerable populations across western Colorado.

- **Established Track Record (2015–present):**
With a decade of continuous operation, the Joseph Center has maintained two shelter facilities, a multi-county Representative Payee network, and transitional housing programs serving individuals and families experiencing homelessness, mental illness, and economic instability. Our fiduciary programs span 15 counties, with 90% of clients housed while under our financial care.
- **Government & Institutional Contracts:**
The organization currently holds federal and local contracts with the Social Security Administration (SSA), U.S. Department of Veterans Affairs (VA), Mesa County Human Services, Mesa County Government, and Colorado Health Foundation, which reflects compliance with rigorous regulatory and fiscal oversight standards. Annual independent audits confirm strong internal controls, federal compliance, and clean financial statements.
- **Key Personnel:**
Our leadership team has both lived experience and qualifications in public service, behavioral health, and nonprofit management.
 - **Mona Highline**, Executive Director – 30+ years in community service, founder of the Joseph Center, and recognized as a regional advocate for unhoused women and families.
 - **Marcy Landreth**, Board of Directors and Co-Founder – Licensed Clinical Social Worker (LCSW) with 20 years of experience in family services, non-profit and trauma-informed care delivery.
 - **Shawna Wilkins**, Operations Director/IFS Director and Co-Founder – 30+ years' experience in non-profit work, state certified budget counselor, grant compliance and expert in cost allocations across restricted and unrestricted funds.
 - **15 FTE staff**, including shelter monitors, peer navigators, case managers, outreach coordinators, and administrative support professionals trained trauma-informed care, and data monitoring systems.

- **Strategic Partnerships & MOUs:**

Joseph Center has worked with and signed memoranda of understanding with key partner agencies to ensure a seamless system of care:

- **Homeward Bound of the Grand Valley** – emergency shelter and housing referrals
- **Mesa County Public Health** – on-site medical services, immunizations, and behavioral health screening
- **Counseling & Education Center** – mental health and trauma counseling
- **Grand Valley Peace & Justice Center** – assistance with vital documents, legal navigation, and reentry support

These partnerships ensure that clients receive comprehensive, coordinated care across the housing, health, and legal continuum, reinforcing our ability to deliver high-quality, outcomes-driven services.

4.4.3. Statement of Work

The Joseph Center will continue to scale and integrate its continuum of services that address homelessness, housing instability, behavioral health, and financial empowerment in Mesa County. This Statement of Work outlines an actionable and phased implementation plan that builds on existing staffing, infrastructure, and partnerships.

1. Launch & Mobilization (October 2025)

- The Joseph Center currently employs **two peer navigators** and an **outreach coordinator** who are already integrated into existing program delivery.
- Our internal case management software is fully deployed and currently used across all service programs to document client progress, intake, and outcomes.
- We will expand the system’s functionality by integrating it with the Community Resource Network (CRN) to ensure real-time referral tracking, data sharing, and interoperability with partner agencies.
- Procurement of additional outreach supplies, transportation passes, and program materials will be finalized during this phase.

2. Service Delivery (November 2025 – September 2028)

The Joseph Center will continue to operate eight core programs serving an estimated 1,000+ individuals annually:

- **Day Shelter** – Safe, daytime space for 30–40 individuals per day, offering meals, hygiene kits, computer access, and navigation support.
- **Family Center** – 24/7 intermediate shelter and stabilization for families with access to wrap-around supports.
- **Golden Girls Project** – Transitional housing for 10–16 women, emphasizing trauma-informed support and long-term housing planning.
- **Integrated Financial Services (IFS)** – Representative Payee, VA Fiduciary, Conservatorship, and budget coaching for 120 clients annually.

- **Peer Recovery Support** – Annual engagement of 200–300 individuals in facilitated peer-led support groups focused on recovery, goal-setting, and social connection.
- **Celebrate Recovery** – 12-step program engaging 42–60 participants annually.
- **Street Outreach & Meals** – Direct outreach to unsheltered individuals, providing 5,670 hot meals annually, transportation assistance, and immediate referrals.
- **Operation Streamline** – Coordinated wrap-around services with partner agencies (Homeward Bound, MCPH, CEC, GV Peace & Justice) to serve 50–100 families per year.

All clients complete an intake assessment and sign a code of conduct within 24 hours of entering services.

3. Operation Streamline Integration

- Monthly interdisciplinary meetings will be held to conduct case reviews, improve referral pathways, and prevent duplication of services.
- CRN dashboards will be used to manage shared client outcomes and ensure partner accountability.

4. Data Collection, Evaluation & Reporting

The Joseph Center prioritizes data-driven decision-making and transparent reporting as essential elements of program effectiveness and accountability. Our evaluation strategy is designed to measure both short-term outputs and long-term outcomes across all service areas, ensuring that we remain responsive to the needs of the individuals and families we serve.

To support this approach, the Joseph Center utilizes a combination of internal and external data management tools, including the in-house case management software, custom internal databases, and the Community Resource Network that is maintained by our program and administrative teams.

Core Evaluation Activities Include:

- **Client Progress Tracking:** Each individual or family engaged in services is assigned a case file where progress toward goals, such as housing stability, income growth, or behavioral health milestones is documented. Regular case reviews ensure timely adjustments to care plans.
- **Shelter and Housing Metrics:** Daily census data, bed utilization rates, and housing placement and retention outcomes are tracked in our in-house case management software. This data allow us to evaluate program performance, identify trends, and respond to capacity needs in real-time.
- **Outcomes Reporting:** Key performance indicators (KPIs) such as the number of meals served, peer group participation rates, employment referrals, and financial stability among Representative Payee clients are compiled quarterly. These quantitative data are complemented by qualitative case narratives that illustrate client journeys and system-level impacts.

- **Interagency Coordination and Systems Improvement:** The Joseph Center plays a lead role in **Operation Streamline**, a collaborative initiative designed to reduce service duplication and improve family-centered care. Through CRN, we will share and receive secure referrals, track follow-up completion, and assess the collective impact of our partnership with agencies such as Homeward Bound, Mesa County Public Health, and Counseling & Education Center.
- **Continuous Improvement:** Staff participate in regular data quality reviews and training to ensure consistent and accurate reporting. Program dashboards are used internally to inform strategy and externally to meet funder requirements.

The Joseph Center is committed to submitting timely, detailed reports to funding agencies that include both numerical data and meaningful success stories. These reports will clearly demonstrate how grant resources are used to drive positive change and achieve measurable community outcomes.

5. Sustainability Planning

- In Year 2, initiate Medicaid billing for peer support services under Colorado’s allowable billing codes.
- In Year 3, increase private giving and foundation revenue by at least 20% through a formal development campaign.
- The Joseph Center will gradually reduce dependency on municipal funding to ensure long-term program viability.

4.4.4. Detailed Program Description

The Joseph Center delivers a trauma-informed, data-driven service model designed to stabilize families, transition individuals out of homelessness, and build long-term financial and behavioral health resilience. Our programs operate in a coordinated, low-barrier environment that emphasizes dignity, peer support, and access to essential services.

Implementation Timeline (October 2025 – September 2028)

Phase	Timeline	Key Activities & Milestones
Launch & Integration	Oct–Dec 2025	Finalize CRN system integration; onboard new clients into shared referral process; coordinate updated MOUs with partners; align case management workflows
Full Program Operation	Jan 2026 – Sep 2028	Maintain 7-day-a-week coverage across Day Shelter, Family Center, and Golden Girls programs; continue street outreach and peer-led support groups; conduct monthly Operation Streamline case conferences
Evaluation & Reporting	Ongoing	Quarterly performance reports; client surveys; annual external financial audit; review outcome trends; adjust programs based on data

Phase	Timeline	Key Activities & Milestones
Sustainability & Expansion	Begins Year 2	Initiate Medicaid billing for peer services; pursue private and foundation funding; evaluate service expansion or replication based on demand and outcomes

Project Management Approach

The Joseph Center uses a centralized leadership model with direct supervision of programs and operations:

- Executive Director oversees grant compliance, strategic partnerships, and city reporting requirements.
- Operations Director manages all day-to-day program activities, supervises staff, and leads client service coordination.
- Fiscal Contractor (CPA) handles budgeting, vendor payments, payroll, grant tracking, and financial audit preparation.
- Team Leads (Shelter, IFS, Outreach) meet weekly to monitor service delivery, address staffing needs, and coordinate with partners.

All programs use our internal case management system, with dashboards to track referrals, client stability, housing transitions, and peer recovery engagement.

Anticipated Challenges & Mitigation Strategies

Challenge	Mitigation Strategy
High client complexity (co-occurring disorders, trauma, lack of ID or income)	Maintain a low-barrier access model; provide on-site navigation; partner with MCPH and CEC for health and counseling services; host ID/legal document clinics quarterly with Peace and Justice Center
System-level duplication or gaps in referrals	Use Community Resource Network (CRN) integration to streamline referrals, reduce siloed workflows, and track outcomes collaboratively
Staff burnout and turnover	Provide regular debriefing, reflective supervision, and annual self-care off-days; invest in professional development for frontline staff.
Sustainability post-grant	Launch Medicaid billing in Year 2 for reimbursable peer support; grow private donor base with 3-year capital and operations campaign; implement cost-efficiency review annually

Challenge	Mitigation Strategy
Neighborhood Statement	The Joseph Center operates in Mesa County, Colorado, a region experiencing significant challenges related to homelessness, housing instability, and limited access to behavioral health and support services. Economic disparities, a shortage of affordable housing, and gaps in coordinated care have contributed to increased vulnerability among individuals and families in the area. In response to these conditions, The Joseph Center provides comprehensive services to over 1,000 individuals annually. Core programs include emergency shelter, transitional housing, case management, fiduciary support, and behavioral health services. With a focus on dignity, stability, and strategic collaboration, the organization works closely with public and private partners to address the root causes of homelessness and promote long-term community well-being.

The Joseph Center is requesting \$200,000 annually for a total of \$600,000 over three years to support the continued operation of shelter, outreach, recovery, and fiduciary programs serving individuals and families experiencing homelessness in Mesa County. The following budget reflects a fully burdened, all-inclusive breakdown that covers the total cost of program delivery.

4.4.5.1. Capital Costs (Not Applicable)

- The Joseph Center does not request funding for capital expenditures under this proposal.
- No facility purchase, construction, or major renovation is proposed.
- Existing facilities are owned and maintained with other funding sources.
- All necessary equipment and infrastructure are already in place.

4.4.5.2. Operational Budget (Annual Breakdown)

Category	Description	Amount
Personnel	Salaries and benefits for 15 FTE: peer navigators, case managers, outreach, admin support	\$100,000
Operations & Utilities	Facility rent, utilities, janitorial, security, and insurance for Day Shelter, Family Center, Golden Girls	\$45,000
Program Supplies	Meals (5,670/year), hygiene kits, case files, computers, office supplies	\$40,000
Transportation	Bus passes, vehicle fuel and maintenance, mobile outreach supplies	\$15,000
Administrative Costs	Fiscal oversight, grant reporting, audit prep, insurance, HR, and indirect services	Absorbed into direct costs

Category	Description	Amount
Profit Margin	<i>Not applicable – The Joseph Center is a nonprofit organization</i>	N/A
Total Annual Budget		\$200,000

4.4.5.3. Additional Funding Sources

The Joseph Center operates a diversified funding model and is actively pursuing blended public and private support to sustain and scale operations beyond this request:

Source	Amount (Annual or Committed)	Status	Purpose
Colorado Health Foundation	\$75,000	Committed	Financial Services (Representative Payee)
U.S. Social Security Administration Fees	\$50,000	Committed	Representative Payee program
Department of Veterans Affairs	\$25,000	Committed	VA Fiduciary Services
Private Donations & Foundations	\$60,000	Historical Average	Operational support, unrestricted
In-Kind (Volunteers, Food, Supplies)	\$15,000	Estimated	Meals, recovery programming, admin support

Total Other Support (Annual): ~\$225,000

City Request (Annual): \$200,000

Combined Operating Capacity: ~\$425,000/year

Budget Notes

- The requested funds will complement, not supplant, existing funding.
- Joseph Center will initiate Medicaid billing for peer services in Year 2, expected to generate new program revenue.
- We are currently in conversations with additional foundations to secure matching contributions to sustain service delivery beyond the three-year grant term.

VII. Appendices

- Organizational chart and bios of key staff
- Case study testimonials from clients
- Financial statements and IRS determination letter

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: DEC 29 2016

THE JOSEPH CENTER
520 W COLORADO AVENUE
GRAND JUNCTION, CO 81501

Employer Identification Number:
47-5602713
DLN:
17053174316026
Contact Person: MICHAEL J HANSON ID# 31127
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990/990-EZ/990-N Required:
Yes
Effective Date of Exemption:
November 17, 2015
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Letter 947

The Joseph Center



Operational Chart

Mona is an ambitious and driven individual. She embarked on a journey to create an organization from the ground up, addressing pressing community needs. Her relentless dedication has enabled the organization to meet the growing demands of housing, employment, and overall well-being initiatives.

As a public speaker, she has served as a keynote for women's conferences and retreats and a keynote panelist for local organizations, always bringing awareness to the disenfranchised population in our community and advocating for those in need. The Joseph Center was born when Mrs. Highline saw the gaps in our community. Her passion is to see healthy people restored to her community, and she hopes that one day, there will be other Joseph Centers established in different communities.

In 2023, she was nationally recognized as Nextstar Media Group Inc.'s Remarkable Woman of the Year, lotted for her efforts. She has spearheaded transformative projects and initiatives. Additionally, her commitment extends to serving on various community and public boards, further solidifying her impact as a leader driving positive change.

Shawna Wilkins

Co-Founder · Operations Director · Professional Guardian

I'm a seasoned business professional with 35 years of experience. As Co-Founder, Operations Director, and Professional Guardian, I've made it my mission to build strong, efficient teams and programs that deliver real impact—especially for vulnerable individuals and families.

Professional Journey

- **Real Estate Title & Escrow (14 years)**

Early in my career, I immersed myself in the complexities of real estate transactions, mastering title searches, escrow management, and risk mitigation. Those 14 years taught me the importance of precision, compliance, and exceptional customer service.

- **Program Development & Implementation (10 years)**

Transitioning into program management, I designed and launched programs that addressed community needs, boosted operational efficiency, and drove measurable outcomes. My approach blends data-driven insights with hands-on leadership to ensure each program achieves its goals.

- **Nonprofit (15 years)**

For over a decade and a half, I've worked in the nonprofit sector—championing causes, securing funding, and building partnerships. I've overseen everything from grassroots outreach to fundraising campaigns, always with empathy and integrity at the core.

- **Business Ownership & Management (25 years)**

As an entrepreneur and manager, I've navigated market shifts, scaled operations, and fostered cultures of accountability and growth. My business thrived because I believe in empowering teams, streamlining processes, and staying adaptable in the face of change.

Passion & Purpose

Helping vulnerable people and families reach their maximum potential is more than a career, it's my calling. Whether I'm advocating for guardianship needs or developing support programs, I bring compassion, strategic vision, and unwavering dedication to every project. My goal is always the same: to create pathways for success and independence.

Beyond the Office

When I'm not working, you'll find me:

- Camping under starry skies with my family and grandchildren
- Belting out a favorite tune—singing is my creative outlet
- Exploring the great outdoors on foot or behind the wheel of a 4-wheeler

These moments recharge me, reminding me of why I do what I do: to build a brighter future for those I serve and to share life's adventures with the people I love most.

Penny Gallagher

Program Director, The Joseph Center

Penny Gallagher serves as Program Director at The Joseph Center, where she has led program development and service delivery for the past 10 years. With over 25 years of experience supporting children, families, and underserved populations, Penny brings a deep commitment to compassionate, client-centered care.

Prior to joining The Joseph Center, Penny spent 15 years as a preschool teacher, where she cultivated her expertise in early childhood development and trauma-informed practices. She holds an associate degree in psychology and continues to apply her knowledge to support individuals and families experiencing housing instability and related challenges.

Penny is known for her hands-on leadership, strong community partnerships, and dedication to building safe, supportive environments that empower people to achieve lasting stability.

Jennifer Godwin

Program Director, Golden Girls Project — The Joseph Center

Jennifer Godwin serves as Program Director for the Golden Girls Project at The Joseph Center, an intermediate shelter dedicated to supporting women ages 50 and older who are experiencing homelessness or housing instability. With over a decade of experience in shelter operations and recovery services, Jennifer brings both professional expertise and personal insight to her role.

Before joining The Joseph Center, Jennifer spent eight years at a local shelter, where she oversaw daily operations and led its recovery program. As a certified peer recovery coach and someone in long-term recovery herself, she is deeply committed to walking alongside women on their path to healing. She regularly visits local jails to offer support, guidance, and hope to women preparing for reentry and recovery.

Jennifer's leadership is rooted in empathy, resilience, and a strong belief in the power of second chances. Her work is dedicated to creating safe, respectful spaces where older women can regain stability, self-worth, and a sense of community.

Statement of Activity

The Joseph Center

June 1, 2024-May 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
Income	
4000 Donated Income	0
4005 Business & Organizations	48,498.26
4010 Churches / Religious Groups	15,788.00
4015 Designated Income	71,570.00
4020 Foundations	145,950.00
4025 Personal Donations	177,125.60
4040 Contributed Assets	-20,000.00
Total for 4000 Donated Income	\$438,931.86
4100 Grants Income	\$85.99
4110 TANF Grant	141,875.75
4120 Rocky Mtn Health Plans	12,000.00
4125 Colorado Health Foundation	250,000.00
4135 Cyber Grant	983.45
Total for 4100 Grants Income	\$404,945.19
Total for Income	\$843,877.05
Cost of Goods Sold	
Gross Profit	\$843,877.05
Expenses	
5000 Payroll Expenses	0
5100 Salaries	0
5105 Executive Director/TANF Admin	38,748.00
5107 Executive Director Assistant	19,200.00
5108 JCAAP Director/TANF Delivery	32,748.00
5109 IFS//Rep Payee Supe	32,748.00
5115 Operations Dir./IFS/Guardian Ad	35,748.00
5116 Rep Payee	33,598.08
5125 Phoenix House	4,000.00
5130 Food Service Director	16,799.04
5135 Golden Girls Program	58,925.47
5145 Outreach Coordinator/TANF Deliv	17,763.84
5155 Donation Coordinator	16,799.04
5160 Kitchen Assistant	16,799.04
5165 Accounting	18,000.00
Total for 5100 Salaries	\$341,876.51
5150 Payroll Fees	749.89
5300 Workman's Compensation	0
5305 Workman's Comp. Insurance	3,566.00
Total for 5300 Workman's Compensation	\$3,566.00

Statement of Activity

The Joseph Center

June 1, 2024-May 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
5400 Company Paid Taxes	0
5404 UITR	8,727.19
5406 Med - ER	4,939.42
5408 SS - ER	21,120.19
5410 FAMILI - ER	1,538.41
Total for 5400 Company Paid Taxes	\$36,325.21
Total for 5000 Payroll Expenses	\$382,517.61
6000 General Operations	0
6001 Advertising	857.10
6006 Auto Expense	849.00
6015 Bank & Merchant Fees	821.46
6017 Business Lunches	-51.35
6020 Contracted Labor / Services	3,984.04
6035 CPA Expense	2,076.00
6040 Dues, Licenses, & Fees	5,715.62
6055 Gas/Electric Utilities	17,004.22
6065 Gifts & Appreciation	23,264.45
6066 Health Insurance	5,841.19
6070 Insur - Land, Buildings, D & O	11,410.00
6075 Insur - Company Vehicles	820.74
6080 Maint & Repairs - Land & Bldg	15,766.81
6086 Storage Rent	3,984.87
6088 Minor Assets(Furn. & Equip.)	6,320.74
6090 Office Exp./Supplies	\$7,837.98
6025 Copying & Printing	1,752.23
6045 Food Supplies	2,237.59
6100 Postage & Mailing Costs	3,600.66
Total for 6090 Office Exp./Supplies	\$15,428.46
6095 Software/Subscriptions	12,246.64
6110 Security	2,653.87
6115 Special Events	1,000.00
6120 Telephone / Internet /Fax / Web	5,648.84
6130 Trainings & Conferences	\$1,536.72
6060 Gas/ Fuel Milage Reimbursement	6,679.19
Total for 6130 Trainings & Conferences	\$8,215.91
6140 Water / Sewer / Trash	5,819.08
6150 Depreciation	19,693.58
Total for 6000 General Operations	\$169,371.27
6037 Donations	1,047.00

Statement of Activity

The Joseph Center

June 1, 2024-May 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
7000 Clients Direct Assistance	0
7004 Client Auto Repairs	3,983.50
7005 Clients Supplies	358.46
7010 Clients Food Costs	3,856.90
7011 Clients Legal Costs	703.95
7012 Client Phone/Internet Costs	796.16
7016 Client R&M Expense	1,724.96
7020 Clients Transportation / Bus	3,450.01
7030 Clients Housing Assistance	174,314.15
7035 Client Utilities Assistance	4,785.05
7102 Client Assistance	3,867.03
Total for 7000 Clients Direct Assistance	\$197,840.17
Total for Expenses	\$750,776.05
Net Operating Income	\$93,101.00
Other Income	
8000 Banking & Investments Income	0
8005 Interest Income	2,852.38
Total for 8000 Banking & Investments Income	\$2,852.38
8400 In-Kind Donated	0
8405 Goods Donated	65,693.00
Total for 8400 In-Kind Donated	\$65,693.00
Total for Other Income	\$68,545.38
Other Expenses	
9400 In Kind Used	0
9405 Goods Used	65,693.00
Total for 9400 In Kind Used	\$65,693.00
Total for Other Expenses	\$65,693.00
Net Other Income	\$2,852.38
Net Income	\$95,953.38

Statement of Financial Position

The Joseph Center

As of May 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
Assets	
Current Assets	
Bank Accounts	
1000 Checking Accounts	
1005 Bank of Colorado - 5659	73,570.82
1010 Golden Girls - 9735	2,258.98
1015 Payroll - 9711	1,131.40
1016 TANF Fund - 4671	-2,823.56
1025 Stripe	200.00
1035 Money Market - 8443	73,673.80
1200 Petty Cash Accounts	\$192.00
1205 Day Shelter Petty Cash Account	72.63
1207 Petty Cash - GAP Fund	-6.00
1209 Joseph Center Petty Cash	954.51
1211 Petty Cash - Golden Girls	180.33
Total for 1200 Petty Cash Accounts	\$1,393.47
1210 Day Shelter Grocery Fund	27.11
Total for Bank Accounts	\$149,432.02
Accounts Receivable	
1300 Receivables	0
1305 Pledge Receivables	1,000.00
Total for 1300 Receivables	\$1,000.00
1400 Grants Receivables	0
1410 TANF Grant	
Total for 1400 Grants Receivables	0
Total for Accounts Receivable	\$1,000.00
Other Current Assets	
1500 Undeposited Funds	
1550 Prepaid Insurance Expense	2,462.26
1551 Prepaid Subscription Expense	4,125.00
Total for Other Current Assets	\$6,587.26
Total for Current Assets	\$157,019.28

Statement of Financial Position

The Joseph Center

As of May 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
Fixed Assets	
1600 Fixed Assets	0
1610 Automotive Fixed Assets	\$16,000.00
1611 Accum Deprec Auto	-3,222.22
Total for 1610 Automotive Fixed Assets	\$12,777.78
1615 Building Fixed Assets	\$1,189,349.32
1605 Accum Deprec Assets	-90,084.93
Total for 1615 Building Fixed Assets	\$1,099,264.39
1620 Equipment Fixed Assets	
1630 Capital Improvements	0
1630.1 Capital Improvements - 2511	\$74,948.13
1631 Accum Deprec Capital Improve	-8,714.07
Total for 1630.1 Capital Improvements - 2511	\$66,234.06
1630.2 Capital Improvements - 2404	46,061.57
1630.3 Capital Improvements - 2435	74,427.53
Total for 1630 Capital Improvements	\$186,723.16
Total for 1600 Fixed Assets	\$1,298,765.33
Total for Fixed Assets	\$1,298,765.33
Other Assets	
Total for Assets	\$1,455,784.61
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 Accounts Payable	-107.09
Total for Accounts Payable	-\$107.09
Credit Cards	
Other Current Liabilities	
2000 Payroll Liabilities	0
2002 CO W/H - EE	
2004 Fed W/H	
2006 Med - EE	
2008 SS - EE	
2010 Net Wages Payable	-0.01
2012 Wage Garnishments	0
2013 IRS	250.00
2014 Child Support	

Statement of Financial Position

The Joseph Center

As of May 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
Total for 2012 Wage Garnishments	\$250.00
2016 FAMILI - EE	
2018 FICA & FAMILI Payable	
2020 Accrued Salaries	
2022 Accrued Company Payroll Taxes	
2024 Aflac	457.39
Total for 2000 Payroll Liabilities	\$707.38
9000 Reimbursements JC Owes	\$94.50
9005 Joseph Center Reimbursements	-39.26
9010 Day Shelter Reimbursements	
Total for 9000 Reimbursements JC Owes	\$55.24
Total for Other Current Liabilities	\$762.62
Total for Current Liabilities	\$655.53
Long-term Liabilities	
Total for Liabilities	\$655.53
Equity	
32000 Unrestricted Net Assets	1,643,802.36
Net Income	-188,673.28
Total for Equity	\$1,455,129.08
Total for Liabilities and Equity	\$1,455,784.61

Patricia was part of the Golden Girls Project for approximately 10 months. When she started with us, she was under the control of drugs and alcohol and living in her car and was fleeing a domestic violence relationship. While homeless, she would find a school to lie a blanket out on the grass to stretch out. She would wake up because the sprinklers would come on, drowning her and her belongings. At this time, she was estranged from her family, including her sister, who lives in Delta. While she was in the Golden Girls Project program, Patricia was able to find recovery and rebuild relationships with her family, including spending weekends with her sister in Delta. Patricia was able to get a doctor to treat her mental health and was also able to fly back and spend two weeks with her parents. Patricia is now successfully housed and continues to volunteer with Celebrate Recovery, as well as volunteering at The Joseph Center. Patricia continues to maintain weekly contact and serves as a mentor to current Golden Girls Project participants.

Lury and her teenage daughter were living with friends, but the friends became abusive. Her adolescent daughter was temporarily placed with another friend. Lury heard about the Golden Girls Project and made a self-referral. Working as an office cleaner, Lury managed to maintain her job and a close relationship with her daughter. In May of 2024, she moved into the Golden Girls Project. In August of 2024, Lury was in a car accident that totaled her car. One of the car dealerships that she cleaned offices for gave her a car. She had saved her money, and on September 1, 2024, Lury obtained permanent housing for herself and her daughter. Soon after, she was offered a contract to clean five commercial buildings. Lury decided to start her own business and went through all the proper channels to establish it. The Joseph Center was honored to assist her in getting all of the start-up equipment for her business. She and her daughter are thriving and doing well.

4.4.1. Cover Letter & Executive Summary

Date: June 21, 2025

To: Kathleen Franklin, Purchasing Agent – City of Grand Junction

Address: 250 N 5th St, Grand Junction, CO 81501

Subject: *RFP-5684-25-KF – Comprehensive Community Solutions for Individuals Experiencing Homelessness*

Dear Ms. Franklin,

On behalf of the Joseph Center, I am pleased to submit this proposal requesting \$200,000 per year (a-three-year total \$600,000) to expand and sustain a continuum of services that address homelessness, housing instability, and behavioral-health recovery in Mesa County.

Operating since 2015, the Joseph Center provides day shelter, family and women’s housing, fiduciary services, peer recovery support, and street outreach, collectively serving more than 1,000 unique individuals annually. City support will allow us to stabilize 200+ families and women each year, deliver 5,670 meals to unsheltered neighbors, and integrate service data across community-wide service providers and the Community Resource Network to drive measurable community impact.

We appreciate the City’s leadership in advancing coordinated solutions for individuals experiencing homelessness. We are confident that this proposal fully aligns with the priorities outlined in the Notice of Funding Opportunity and stands ready for rapid, accountable implementation.

Thank you for your consideration.

Sincerely,

Mona K. Highline

Executive Director, The Joseph Center

(970) -812-1526 mhighline@josephcentergj.com

Executive Summary

I. Executive Summary The Joseph Center, located in Mesa County, Colorado, respectfully submits this proposal to request funding to expand and sustain its comprehensive support services for individuals and families experiencing homelessness or housing insecurity. With a deep commitment to dignity, stability, and community collaboration, the Joseph Center serves over 1,000 people annually through programs that include shelter, transitional housing, case management, fiduciary services, and behavioral health support. Funding will enhance capacity across key service lines, increase access to coordinated care, and support public-private partnerships that directly address root causes of homelessness.

II. Organizational Overview: Founded on the belief that every person deserves access to safety and opportunity, the Joseph Center has become a hub for innovative, person-centered services in Grand Junction. The center provides housing and wraparound support to individuals and families through a trauma-informed lens. Its programs primarily supports Mesa County residents but spans 15 counties in western Colorado, offering a regional safety net that integrates financial management, behavioral health recovery, and peer-led support. The Joseph Center is committed to providing an inclusive and accessible environment for all individuals, in full compliance with the Americans with Disabilities Act (ADA). We ensure that our facilities, programs, and services are accessible to people with disabilities and continuously work to identify and remove barriers to participation.

Reasonable accommodations are available upon request, and our staff is trained to support individuals with varying needs. The Joseph Center complies with all applicable federal and state accessibility standards and actively promotes equal opportunity for all clients, staff, and community members.

The Joseph Center seeks City of Grand Junction funding to strengthen eight inter-locking programs that comprise an evidence-based, trauma-informed response to homelessness:

1. Day Shelter – Safe daytime space (Tues–Fri) offering meals, computers, navigation for support services, access to water, hand washing, toilets and waste disposal 30–40 guests daily.
2. Family Center – 24/7 intermediate shelter and wrap-around services for families escaping homelessness or domestic violence. Amenities include water, hand washing, toilets, waste disposal, laundry, showers and kitchen for food service plans. 10-16 sleeping accommodations. Bus passes available upon request
3. Golden Girls Project – 24/7 women’s transitional housing ages 50 and older serving 10–16 residents. Amenities include water, hand washing facilities, toilets, waste disposal, laundry facilities, showers, and a kitchen for food service plans. Bus passes available upon request
4. Integrated Financial Services (IFS) – Representative Payee, Conservatorship/Guardianship, VA Fiduciary, and budget counseling for 120 clients across 15 counties.

5. Operation Streamline – Partnership with four agencies to coordinate wrap-around care for 50–100 families.
6. Celebrate Recovery – 12-step program engaging 42–60 participants annually.
7. Peer Recovery Support Group – Peer-led groups serving 200–300 individuals annually.
8. Street Outreach & Meals – Mobile outreach distributing 5,670 hot meals per year while linking clients to shelter and health services.

Funding will cover critical personnel, facility operations, program supplies, and transportation. Anticipated annual outcomes include rehousing 100 families/women, maintaining housing stability for $\geq 90\%$ of IFS clients, and documenting all services in HMIS/CRN for transparent reporting.

4.4.2. Relevant Experience & Qualifications

The Joseph Center brings over a decade of demonstrated success in delivering housing stabilization, fiduciary support, and wraparound services to vulnerable populations across western Colorado.

- **Established Track Record (2015–present):**
With a decade of continuous operation, the Joseph Center has maintained two shelter facilities, a multi-county Representative Payee network, and transitional housing programs serving individuals and families experiencing homelessness, mental illness, and economic instability. Our fiduciary programs span 15 counties, with 90% of clients housed while under our financial care.
- **Government & Institutional Contracts:**
The organization currently holds federal and local contracts with the Social Security Administration (SSA), U.S. Department of Veterans Affairs (VA), Mesa County Human Services, Mesa County Government, and Colorado Health Foundation, which reflects compliance with rigorous regulatory and fiscal oversight standards. Annual independent audits confirm strong internal controls, federal compliance, and clean financial statements.
- **Key Personnel:**
Our leadership team has both lived experience and qualifications in public service, behavioral health, and nonprofit management.
 - **Mona Highline**, Executive Director – 30+ years in community service, founder of the Joseph Center, and recognized as a regional advocate for unhoused women and families.
 - **Marcy Landreth**, Board of Directors and Co-Founder – Licensed Clinical Social Worker (LCSW) with 20 years of experience in family services, non-profit and trauma-informed care delivery.
 - **Shawna Wilkins**, Operations Director/IFS Director and Co-Founder – 30+ years' experience in non-profit work, state certified budget counselor, grant compliance and expert in cost allocations across restricted and unrestricted funds.
 - **15 FTE staff**, including shelter monitors, peer navigators, case managers, outreach coordinators, and administrative support professionals trained trauma-informed care, and data monitoring systems.

- **Strategic Partnerships & MOUs:**

Joseph Center has worked with and signed memoranda of understanding with key partner agencies to ensure a seamless system of care:

- **Homeward Bound of the Grand Valley** – emergency shelter and housing referrals
- **Mesa County Public Health** – on-site medical services, immunizations, and behavioral health screening
- **Counseling & Education Center** – mental health and trauma counseling
- **Grand Valley Peace & Justice Center** – assistance with vital documents, legal navigation, and reentry support

These partnerships ensure that clients receive comprehensive, coordinated care across the housing, health, and legal continuum, reinforcing our ability to deliver high-quality, outcomes-driven services.

4.4.3. Statement of Work

The Joseph Center will continue to scale and integrate its continuum of services that address homelessness, housing instability, behavioral health, and financial empowerment in Mesa County. This Statement of Work outlines an actionable and phased implementation plan that builds on existing staffing, infrastructure, and partnerships.

1. Launch & Mobilization (October 2025)

- The Joseph Center currently employs **two peer navigators** and an **outreach coordinator** who are already integrated into existing program delivery.
- Our internal case management software is fully deployed and currently used across all service programs to document client progress, intake, and outcomes.
- We will expand the system’s functionality by integrating it with the Community Resource Network (CRN) to ensure real-time referral tracking, data sharing, and interoperability with partner agencies.
- Procurement of additional outreach supplies, transportation passes, and program materials will be finalized during this phase.

2. Service Delivery (November 2025 – September 2028)

The Joseph Center will continue to operate eight core programs serving an estimated 1,000+ individuals annually:

- **Day Shelter** – Safe, daytime space for 30–40 individuals per day, offering meals, hygiene kits, computer access, and navigation support.
- **Family Center** – 24/7 intermediate shelter and stabilization for families with access to wrap-around supports.
- **Golden Girls Project** – Transitional housing for 10–16 women, emphasizing trauma-informed support and long-term housing planning.
- **Integrated Financial Services (IFS)** – Representative Payee, VA Fiduciary, Conservatorship, and budget coaching for 120 clients annually.

- **Peer Recovery Support** – Annual engagement of 200–300 individuals in facilitated peer-led support groups focused on recovery, goal-setting, and social connection.
- **Celebrate Recovery** – 12-step program engaging 42–60 participants annually.
- **Street Outreach & Meals** – Direct outreach to unsheltered individuals, providing 5,670 hot meals annually, transportation assistance, and immediate referrals.
- **Operation Streamline** – Coordinated wrap-around services with partner agencies (Homeward Bound, MCPH, CEC, GV Peace & Justice) to serve 50–100 families per year.

All clients complete an intake assessment and sign a code of conduct within 24 hours of entering services.

3. Operation Streamline Integration

- Monthly interdisciplinary meetings will be held to conduct case reviews, improve referral pathways, and prevent duplication of services.
- CRN dashboards will be used to manage shared client outcomes and ensure partner accountability.

4. Data Collection, Evaluation & Reporting

The Joseph Center prioritizes data-driven decision-making and transparent reporting as essential elements of program effectiveness and accountability. Our evaluation strategy is designed to measure both short-term outputs and long-term outcomes across all service areas, ensuring that we remain responsive to the needs of the individuals and families we serve.

To support this approach, the Joseph Center utilizes a combination of internal and external data management tools, including the in-house case management software, custom internal databases, and the Community Resource Network that is maintained by our program and administrative teams.

Core Evaluation Activities Include:

- **Client Progress Tracking:** Each individual or family engaged in services is assigned a case file where progress toward goals, such as housing stability, income growth, or behavioral health milestones is documented. Regular case reviews ensure timely adjustments to care plans.
- **Shelter and Housing Metrics:** Daily census data, bed utilization rates, and housing placement and retention outcomes are tracked in our in-house case management software. This data allow us to evaluate program performance, identify trends, and respond to capacity needs in real-time.
- **Outcomes Reporting:** Key performance indicators (KPIs) such as the number of meals served, peer group participation rates, employment referrals, and financial stability among Representative Payee clients are compiled quarterly. These quantitative data are complemented by qualitative case narratives that illustrate client journeys and system-level impacts.

- **Interagency Coordination and Systems Improvement:** The Joseph Center plays a lead role in **Operation Streamline**, a collaborative initiative designed to reduce service duplication and improve family-centered care. Through CRN, we will share and receive secure referrals, track follow-up completion, and assess the collective impact of our partnership with agencies such as Homeward Bound, Mesa County Public Health, and Counseling & Education Center.
- **Continuous Improvement:** Staff participate in regular data quality reviews and training to ensure consistent and accurate reporting. Program dashboards are used internally to inform strategy and externally to meet funder requirements.

The Joseph Center is committed to submitting timely, detailed reports to funding agencies that include both numerical data and meaningful success stories. These reports will clearly demonstrate how grant resources are used to drive positive change and achieve measurable community outcomes.

5. Sustainability Planning

- In Year 2, initiate Medicaid billing for peer support services under Colorado’s allowable billing codes.
- In Year 3, increase private giving and foundation revenue by at least 20% through a formal development campaign.
- The Joseph Center will gradually reduce dependency on municipal funding to ensure long-term program viability.

4.4.4. Detailed Program Description

The Joseph Center delivers a trauma-informed, data-driven service model designed to stabilize families, transition individuals out of homelessness, and build long-term financial and behavioral health resilience. Our programs operate in a coordinated, low-barrier environment that emphasizes dignity, peer support, and access to essential services.

Implementation Timeline (October 2025 – September 2028)

Phase	Timeline	Key Activities & Milestones
Launch & Integration	Oct–Dec 2025	Finalize CRN system integration; onboard new clients into shared referral process; coordinate updated MOUs with partners; align case management workflows
Full Program Operation	Jan 2026 – Sep 2028	Maintain 7-day-a-week coverage across Day Shelter, Family Center, and Golden Girls programs; continue street outreach and peer-led support groups; conduct monthly Operation Streamline case conferences
Evaluation & Reporting	Ongoing	Quarterly performance reports; client surveys; annual external financial audit; review outcome trends; adjust programs based on data

Phase	Timeline	Key Activities & Milestones
Sustainability & Expansion	Begins Year 2	Initiate Medicaid billing for peer services; pursue private and foundation funding; evaluate service expansion or replication based on demand and outcomes

Project Management Approach

The Joseph Center uses a centralized leadership model with direct supervision of programs and operations:

- Executive Director oversees grant compliance, strategic partnerships, and city reporting requirements.
- Operations Director manages all day-to-day program activities, supervises staff, and leads client service coordination.
- Fiscal Contractor (CPA) handles budgeting, vendor payments, payroll, grant tracking, and financial audit preparation.
- Team Leads (Shelter, IFS, Outreach) meet weekly to monitor service delivery, address staffing needs, and coordinate with partners.

All programs use our internal case management system, with dashboards to track referrals, client stability, housing transitions, and peer recovery engagement.

Anticipated Challenges & Mitigation Strategies

Challenge	Mitigation Strategy
High client complexity (co-occurring disorders, trauma, lack of ID or income)	Maintain a low-barrier access model; provide on-site navigation; partner with MCPH and CEC for health and counseling services; host ID/legal document clinics quarterly with Peace and Justice Center
System-level duplication or gaps in referrals	Use Community Resource Network (CRN) integration to streamline referrals, reduce siloed workflows, and track outcomes collaboratively
Staff burnout and turnover	Provide regular debriefing, reflective supervision, and annual self-care off-days; invest in professional development for frontline staff.
Sustainability post-grant	Launch Medicaid billing in Year 2 for reimbursable peer support; grow private donor base with 3-year capital and operations campaign; implement cost-efficiency review annually

Challenge	Mitigation Strategy
Neighborhood Statement	The Joseph Center operates in Mesa County, Colorado, a region experiencing significant challenges related to homelessness, housing instability, and limited access to behavioral health and support services. Economic disparities, a shortage of affordable housing, and gaps in coordinated care have contributed to increased vulnerability among individuals and families in the area. In response to these conditions, The Joseph Center provides comprehensive services to over 1,000 individuals annually. Core programs include emergency shelter, transitional housing, case management, fiduciary support, and behavioral health services. With a focus on dignity, stability, and strategic collaboration, the organization works closely with public and private partners to address the root causes of homelessness and promote long-term community well-being.

The Joseph Center is requesting \$200,000 annually for a total of \$600,000 over three years to support the continued operation of shelter, outreach, recovery, and fiduciary programs serving individuals and families experiencing homelessness in Mesa County. The following budget reflects a fully burdened, all-inclusive breakdown that covers the total cost of program delivery.

4.4.5.1. Capital Costs (Not Applicable)

- The Joseph Center does not request funding for capital expenditures under this proposal.
- No facility purchase, construction, or major renovation is proposed.
- Existing facilities are owned and maintained with other funding sources.
- All necessary equipment and infrastructure are already in place.

4.4.5.2. Operational Budget (Annual Breakdown)

Category	Description	Amount
Personnel	Salaries and benefits for 15 FTE: peer navigators, case managers, outreach, admin support	\$100,000
Operations & Utilities	Facility rent, utilities, janitorial, security, and insurance for Day Shelter, Family Center, Golden Girls	\$45,000
Program Supplies	Meals (5,670/year), hygiene kits, case files, computers, office supplies	\$40,000
Transportation	Bus passes, vehicle fuel and maintenance, mobile outreach supplies	\$15,000
Administrative Costs	Fiscal oversight, grant reporting, audit prep, insurance, HR, and indirect services	Absorbed into direct costs

Category	Description	Amount
Profit Margin	<i>Not applicable – The Joseph Center is a nonprofit organization</i>	N/A
Total Annual Budget		\$200,000

4.4.5.3. Additional Funding Sources

The Joseph Center operates a diversified funding model and is actively pursuing blended public and private support to sustain and scale operations beyond this request:

Source	Amount (Annual or Committed)	Status	Purpose
Colorado Health Foundation	\$75,000	Committed	Financial Services (Representative Payee)
U.S. Social Security Administration Fees	\$50,000	Committed	Representative Payee program
Department of Veterans Affairs	\$25,000	Committed	VA Fiduciary Services
Private Donations & Foundations	\$60,000	Historical Average	Operational support, unrestricted
In-Kind (Volunteers, Food, Supplies)	\$15,000	Estimated	Meals, recovery programming, admin support

Total Other Support (Annual): ~\$225,000

City Request (Annual): \$200,000

Combined Operating Capacity: ~\$425,000/year

Budget Notes

- The requested funds will complement, not supplant, existing funding.
- Joseph Center will initiate Medicaid billing for peer services in Year 2, expected to generate new program revenue.
- We are currently in conversations with additional foundations to secure matching contributions to sustain service delivery beyond the three-year grant term.

VII. Appendices

- Organizational chart and bios of key staff
- Case study testimonials from clients
- Financial statements and IRS determination letter

1. Cover Letter & Executive Summary

Date: June 21, 2025

To: Kathleen Franklin, Purchasing Agent – City of Grand Junction

Address: 250 N 5th St, Grand Junction, CO 81501

Subject: *RFP-5684-25-KF – Comprehensive Community Solutions for Individuals Experiencing Homelessness*

Dear Ms. Franklin,

On behalf of the Joseph Center, I am pleased to submit this proposal requesting \$200,000 per year (a-three-year total \$600,000) to expand and sustain a continuum of services that address homelessness, housing instability, and behavioral-health recovery in Mesa County.

Operating since 2015, the Joseph Center provides day shelter, family and women's housing, fiduciary services, peer recovery support, and street outreach, collectively serving more than 1,000 unique individuals annually. City support will allow us to stabilize 200+ families and women each year, deliver 5,670 meals to unsheltered neighbors, and integrate service data across community-wide service providers and the Community Resource Network to drive measurable community impact.

We appreciate the City's leadership in advancing coordinated solutions for individuals experiencing homelessness. We are confident that this proposal fully aligns with the priorities outlined in the Notice of Funding Opportunity and stands ready for rapid, accountable implementation.

Thank you for your consideration.

Sincerely,
Mona K. Highline
Executive Director, The Joseph Center
(970) -812-1526 mhighline@josephcentergj.com

Executive Summary

I. Executive Summary The Joseph Center, located in Mesa County, Colorado, respectfully submits this proposal to request funding to expand and sustain its comprehensive support services for individuals and families experiencing homelessness or housing insecurity. With a deep commitment to dignity, stability, and community collaboration, the Joseph Center serves over 1,000 people annually through programs that include shelter, transitional housing, case management, fiduciary services, and behavioral health support. Funding will enhance capacity across key service lines, increase access to coordinated care, and support public-private partnerships that directly address root causes of homelessness.

II. Organizational Overview: Founded on the belief that every person deserves access to safety and opportunity, the Joseph Center has become a hub for innovative, person-centered services in Grand Junction. The center provides housing and wraparound support to individuals and families through a trauma-informed lens. Its programs primarily supports Mesa County residents but spans 15 counties in western Colorado, offering a regional safety net that integrates financial management, behavioral health recovery, and peer-led support. The Joseph Center is committed to providing an inclusive and accessible environment for all individuals, in full compliance with the Americans with Disabilities Act (ADA). We ensure that our facilities, programs, and services are accessible to people with disabilities and continuously work to identify and remove barriers to participation.

Reasonable accommodations are available upon request, and our staff is trained to support individuals with varying needs. The Joseph Center complies with all applicable federal and state accessibility standards and actively promotes equal opportunity for all clients, staff, and community members.

The Joseph Center seeks City of Grand Junction funding to strengthen eight inter-locking programs that comprise an evidence-based, trauma-informed response to homelessness:

1. Day Shelter – Safe daytime space (Tues–Fri) offering meals, computers, navigation for support services, access to water, hand washing, toilets and waste disposal 30–40 guests daily.
2. Family Center – 24/7 intermediate shelter and wrap-around services for families escaping homelessness or domestic violence. Amenities include water, hand washing, toilets, waste disposal, laundry, showers and kitchen for food service plans. 10-16 sleeping accommodations. Bus passes available upon request
3. Golden Girls Project – 24/7 women’s transitional housing ages 50 and older serving 10–16 residents. Amenities include water, hand washing facilities, toilets, waste disposal, laundry facilities, showers, and a kitchen for food service plans. Bus passes available upon request
4. Integrated Financial Services (IFS) – Representative Payee, Conservatorship/Guardianship, VA Fiduciary, and budget counseling for 120 clients across 15 counties.

5. Operation Streamline – Partnership with four agencies to coordinate wrap-around care for 50–100 families.
6. Celebrate Recovery – 12-step program engaging 42–60 participants annually.
7. Peer Recovery Support Group – Peer-led groups serving 200–300 individuals annually.
8. Street Outreach & Meals – Mobile outreach distributing 5,670 hot meals per year while linking clients to shelter and health services.

Funding will cover additional four part-time employees, facility operations, program supplies, and staff transportation ie: mileage reimbursement. Anticipated annual outcomes include rehousing 100 families/women, maintaining housing stability for $\geq 90\%$ of IFS clients, and documenting all services in community program software for transparent reporting.

4.4.2. Relevant Experience & Qualifications

The Joseph Center brings over a decade of demonstrated success in delivering housing stabilization, fiduciary support, and wraparound services to vulnerable populations across western Colorado.

- **Established Track Record (2015–present):**
With a decade of continuous operation, the Joseph Center has maintained two shelter facilities, a multi-county Representative Payee network, and transitional housing programs serving individuals and families experiencing homelessness, mental illness, and economic instability. Our fiduciary programs span 15 counties, with 90% of clients housed while under our financial care.
- **Government & Institutional Contracts:**
The organization currently holds federal and local contracts with the Social Security Administration (SSA), U.S. Department of Veterans Affairs (VA), Mesa County Human Services, Mesa County Government, and Colorado Health Foundation, which reflects compliance with rigorous regulatory and fiscal oversight standards. Annual independent audits confirm strong internal controls, federal compliance, and clean financial statements.
- **Key Personnel:**
Our leadership team has both lived experience and qualifications in public service, behavioral health, and nonprofit management.
- **Mona Highline**, Executive Director – 30+ years in community service, founder of the Joseph Center, and recognized as a regional advocate for unhoused women and families.
- **Marcy Landreth**, Board of Directors and Co-Founder – Licensed Clinical Social Worker (LCSW) with 20 years of experience in family services, non-profit and trauma-informed care delivery.
- **Shawna Wilkins**, Operations Director/IFS Director and Co-Founder – 30+ years' experience in non-profit work, state certified budget counselor, grant compliance and expert in cost allocations across restricted and unrestricted funds.
- **15 FTE staff**, including shelter monitors, peer navigators, case managers, outreach coordinators, and administrative support professionals trained trauma-informed care, and data monitoring systems.

- **Strategic Partnerships & MOUs:**
Joseph Center has worked with and signed memoranda of understanding with key partner agencies to ensure a seamless system of care:
 - **Homeward Bound of the Grand Valley** – emergency shelter and housing referrals
 - **Mesa County Public Health** – on-site medical services, immunizations, and behavioral health screening
 - **Counseling & Education Center** – mental health and trauma counseling
 - **Grand Valley Peace & Justice Center** – assistance with vital documents, legal navigation, and reentry support

These partnerships ensure that clients receive comprehensive, coordinated care across the housing, health, and legal continuum, reinforcing our ability to deliver high-quality, outcomes-driven services.

4.4.3. Statement of Work

The Joseph Center will continue to scale and integrate its continuum of services that address homelessness, housing instability, behavioral health, and financial empowerment in Mesa County. This Statement of Work outlines an actionable and phased implementation plan that builds on existing staffing, infrastructure, and partnerships.

1. Launch & Mobilization (October 2025)

- The Joseph Center currently employs **two peer navigators** and an **outreach coordinator** who are already integrated into existing program delivery.
- Our internal case management software is fully deployed and currently used across all service programs to document client progress, intake, and outcomes.
- Procurement of additional outreach supplies, transportation passes, and program materials will be finalized during this phase.

2. Service Delivery (November 2025 – September 2028)

The Joseph Center will continue to operate eight core programs serving an estimated 500+ individuals annually:

- **Day Shelter** – Safe, daytime space for 30–40 individuals per day, offering meals, hygiene kits, computer access, and navigation support.
- **Family Center** – 24/7 intermediate shelter and stabilization for families with access to wrap-around supports.
- **Golden Girls Project** – Transitional housing for 10–16 women, emphasizing trauma-informed support and long-term housing planning.
- **Integrated Financial Services (IFS)** – Representative Payee, VA Fiduciary, Conservatorship, and budget coaching for 120 clients annually.
- **Peer Recovery Support** – Annual engagement of 150 individuals in facilitated peer-led support groups focused on recovery, goal-setting, and social connection.
- **Celebrate Recovery** – 12-step program engaging 42–60 participants annually.

- **Street Outreach & Meals** – Direct outreach to unsheltered individuals, providing 2,300 hot meals annually, transportation assistance, and immediate referrals.
- **Operation Streamline** – Coordinated wrap-around services with partner agencies (Homeward Bound, MCPH, CEC, GV Peace & Justice) to serve 50–100 families per year.

All clients complete an intake assessment and sign a code of conduct within 24 hours of entering services.

3. Operation Streamline Integration

- Monthly interdisciplinary meetings will be held to conduct case reviews, improve referral pathways, and prevent duplication of services.
- CRN dashboards will be used to manage shared client outcomes and ensure partner accountability.

4. Data Collection, Evaluation & Reporting

The Joseph Center prioritizes data-driven decision-making and transparent reporting as essential elements of program effectiveness and accountability. Our evaluation strategy is designed to measure both short-term outputs and long-term outcomes across all service areas, ensuring that we remain responsive to the needs of the individuals and families we serve.

To support this approach, the Joseph Center utilizes a combination of internal and external data management tools, including the in-house case management software, custom internal databases, and the Community Resource Network that is maintained by our program and administrative teams.

Core Evaluation Activities Include:

- **Client Progress Tracking:** Each individual or family engaged in services is assigned a case file where progress toward goals, such as housing stability, income growth, or behavioral health milestones is documented. Regular case reviews ensure timely adjustments to care plans.
- **Shelter and Housing Metrics:** Daily census data, bed utilization rates, and housing placement and retention outcomes are tracked in our in-house case management software. This data allow us to evaluate program performance, identify trends, and respond to capacity needs in real-time.
- **Outcomes Reporting:** Key performance indicators (KPIs) such as the number of meals served, peer group participation rates, employment referrals, and financial stability among Representative Payee clients are compiled quarterly. These quantitative data are complemented by qualitative case narratives that illustrate client journeys and system-level impacts.
- **Interagency Coordination and Systems Improvement:** The Joseph Center plays a lead role in **Operation Streamline**, a collaborative initiative designed to reduce service duplication and improve family-centered care. Through CRN, we will share and receive

secure referrals, track follow-up completion, and assess the collective impact of our partnership with agencies such as Homeward Bound, Mesa County Public Health, and Counseling & Education Center.

- **Continuous Improvement:** Staff participate in regular data quality reviews and training to ensure consistent and accurate reporting. Program dashboards are used internally to inform strategy and externally to meet funder requirements.

The Joseph Center is committed to submitting timely, detailed reports to funding agencies that include both numerical data and meaningful success stories. These reports will clearly demonstrate how grant resources are used to drive positive change and achieve measurable community outcomes.

5. Sustainability Planning

- In Year 2, initiate Medicaid billing for peer support services under Colorado’s allowable billing codes.
- In Year 3, increase private giving and foundation revenue by at least 20% through a formal development campaign.
- The Joseph Center will gradually reduce dependency on municipal funding to ensure long-term program viability.

4.4.4. Detailed Program Description

The Joseph Center delivers a trauma-informed, data-driven service model designed to stabilize families, transition individuals out of homelessness, and build long-term financial and behavioral health resilience. Our programs operate in a coordinated, low-barrier environment that emphasizes dignity, peer support, and access to essential services.

Implementation Timeline (October 2025 – September 2028)

Phase	Timeline	Key Activities & Milestones
Launch & Integration	Oct–Dec 2025	Finalize CRN system integration; onboard new clients into shared referral process; coordinate updated MOUs with partners; align case management workflows
Full Program Operation	Jan 2026 – Sep 2028	Maintain 7-day-a-week coverage across Day Shelter, Family Center, and Golden Girls programs; continue street outreach and peer-led support groups; conduct monthly Operation Streamline case conferences
Evaluation & Reporting	Ongoing	Quarterly performance reports; client surveys; annual external financial audit; review outcome trends; adjust programs based on data
Sustainability & Expansion	Begins Year 2	Initiate Medicaid billing for peer services; pursue private and foundation funding; evaluate service expansion or replication based on demand and outcomes

Project Management Approach

The Joseph Center uses a centralized leadership model with direct supervision of programs and operations:

- Executive Director oversees grant compliance, strategic partnerships, and city reporting requirements.
- Operations Director manages all day-to-day program activities, supervises staff, and leads client service coordination.
- Fiscal Contractor (CPA) handles budgeting, vendor payments, payroll, grant tracking, and financial audit preparation.
- Team Leads (Shelter, IFS, Outreach) meet weekly to monitor service delivery, address staffing needs, and coordinate with partners.

All programs use our internal case management system, with dashboards to track referrals, client stability, housing transitions, and peer recovery engagement.

Anticipated Challenges & Mitigation Strategies

Challenge	Mitigation Strategy
High client complexity (co-occurring disorders, trauma, lack of ID or income)	Maintain a low-barrier access model; provide on-site navigation; partner with MCPH and CEC for health and counseling services; host ID/legal document clinics quarterly with Peace and Justice Center
System-level duplication or gaps in referrals	Use Community Resource Network (CRN) integration to streamline referrals, reduce siloed workflows, and track outcomes collaboratively
Staff burnout and turnover	Provide regular debriefing, reflective supervision, and annual self-care off-days; invest in professional development for frontline staff.
Sustainability post-grant	Launch Medicaid billing in Year 2 for reimbursable peer support; grow private donor base with 3-year capital and operations campaign; implement cost-efficiency review annually
Neighborhood Statement	The Joseph Center operates in Mesa County, Colorado, a region experiencing significant challenges related to homelessness, housing instability, and limited access to behavioral health and support services. Economic disparities, a shortage of affordable housing, and gaps in coordinated care have contributed to increased vulnerability among individuals and families in the area. In response to these conditions, The Joseph Center provides comprehensive services to over 1,000 individuals annually. Core programs include emergency

Challenge	Mitigation Strategy
	shelter, transitional housing, case management, fiduciary support, and behavioral health services. With a focus on dignity, stability, and strategic collaboration, the organization works closely with public and private partners to address the root causes of homelessness and promote long-term community well-being.

The Joseph Center is requesting \$200,000 annually for a total of \$600,000 over three years to support the continued operation of shelter, outreach, recovery, and fiduciary programs serving individuals and families experiencing homelessness in Mesa County. The following budget reflects a fully burdened, all-inclusive breakdown that covers the total cost of program delivery.

4.4.5.1. Capital Costs (*Not Applicable*)

- The Joseph Center does not request funding for capital expenditures under this proposal.
- No facility purchase, construction, or major renovation is proposed.
- Existing facilities are owned and maintained with other funding sources.
- All necessary equipment and infrastructure are already in place.

4.4.5.2. Operational Budget (Annual Breakdown)

Category	Description	Amount
Personnel	Salaries and benefits for 4 FTE; peer navigators, case managers, outreach, admin support	\$100,000
Profit Margin	<i>Not applicable – The Joseph Center is a nonprofit organization</i>	N/A
Total Annual Budget		\$100,000

4.4.5.3. Additional Funding Sources

The Joseph Center operates a diversified funding model and is actively pursuing blended public and private support to sustain and scale operations beyond this request:

Source	Amount (Annual or Committed)	Status	Purpose
Colorado Health Foundation	\$75,000	Awaiting Award	Financial Services (Representative Payee)
U.S. Social Security Administration Fees	\$50,000	Committed	Representative Payee program
Department of Veterans Affairs	\$2,400	Committed	VA Fiduciary Services
Private Donations & Foundations	\$60,000	Historical Average	Operational support, unrestricted
In-Kind (Volunteers, Food, Supplies)	\$15,000	Estimated	Meals, recovery programming, admin support

Total Other Support (Annual): ~\$202,400

City Request (Annual): \$100,000

Combined Operating Capacity: ~\$302,4,00/year

Budget Notes

- The requested funds will complement, not supplant, existing funding.
- Joseph Center will initiate Medicaid billing for peer services in Year 2, expected to generate new program revenue.
- We are currently in conversations with additional foundations to secure matching contributions to sustain service delivery beyond the three-year grant term.

VII. Appendices

- Organizational chart and bios of key staff
- Case study testimonials from clients
- Financial statements and IRS determination letter

4.4.4. Detailed Program Description

The Joseph Center delivers a trauma-informed, data-driven service model designed to stabilize families, transition individuals out of homelessness, and build long-term financial and behavioral health resilience. Our programs operate in a coordinated, low-barrier environment that emphasizes dignity, peer support, and access to essential services. To ensure the project's functionality, we propose the following roles, responsibilities, and number of hours per week, along with their connection to the program goals.

- 1) **Intake Specialist/Case Manager:** serves as the initial point of contact for participants, gathering and documenting necessary information, assessing needs, and directing them to appropriate services, scheduling appointments, and conducting a routine thirty-day follow-up to address any ongoing issues.
- 2) **Representative Payee:** The Representative Payee is responsible for managing client budgets and financial transactions, ensuring compliance with Social Security Administration (SSA) rules and regulations. Key duties include completing SSA and Exact Payee Software training, handling check distribution, maintaining accurate client records, updating budgets, and processing requests for bus passes, Kroger cards, and Walmart cards. The role involves filing and scanning documentation, verifying lease agreements, maintaining fiduciary responsibility, and serving as the primary contact for clients, care managers, and SSA. Additionally, the Representative Payee supports the supervisor, develops client budgets, and uses Exact software to manage accounts while fostering relationships with stakeholders.
- 3) **Family Center Life Skills Trainer:** assist participants in developing everyday skills for independent living. Their responsibilities include teaching daily living skills, social skills, and coping mechanisms, as well as providing support and guidance to help participants achieve personal goals and thrive in their communities.
- 4) **Golden Girls Project / Case Manager-Advocate:** assess, plan, implement, coordinate, monitor, and evaluate the options and services required to meet an individual's health and human service needs. They act as a liaison between clients, their families, and various service providers to ensure comprehensive and coordinated care. This involves conducting needs assessments, developing care plans, coordinating resources, and monitoring client progress on an ongoing basis.

The addition of these four new positions is essential for The Joseph Center's infrastructure stability. Each role will require a minimum commitment of twenty-four hours per week. The revised proposal and budget will significantly influence our outcomes and goals, which will be monitored as outlined in the updated proposal.