

A. Organization & Contact Information

Completed by heather.witt@uss.salvationarmy.org on 11/22/2019
9:21 AM

Case Id: 10695
Name: The Salvation Army - 2020/21
Address: *No Address Assigned

A. Organization & Contact Information

The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

A.1. Organization Name

The Salvation Army of Greater Winston Salem

A.2. Project/Program

City ESG

A.3. FY 2020-21 Funding Request Amount

\$20,963.00

A.4. Agency's Total Operating Budget

\$6,759,554.00

A.5. Mailing Address

PO Box 1205 Winston Salem NC 27105 Winston Salem,
NC 27102

A.6. Project/Program Location Address

1255 Trade Street Northwest Winston Salem NC 27101
Winston Salem, NC 27105

A.7. Organization Website

The Salvation Army

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

7/5/1946

A.9. Organization Fiscal Year

October 1 - September 30

A.10. Federal Tax ID Number

58-0660607

A.11. Federal DUNS Number

7/5/1946

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Jim Rickard, Area Commander

A.13. Email

jim.rickard@uss.salvationarmy.org

A.14. Phone

(336) 723-6366

CONTACT

A.15. Name, Title

Melissa Burgess

A.16. Email

melissa.burgess@uss.salvationarmy.org

A.17. Phone

(336) 448-1066

BOARD CHAIR

A.18. Name

Mike Ryan

A.19. Term Expiration

09/30/2020

A.20. Email

mfrloaner@bellsouth.net

A.21. Phone

(336) 403-7259

B. Project Overview

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B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

Emergency Solution Grant Funds will be used to operate The Salvation Army Center of Hope, the only homeless shelter for families and children in Forsyth County. Our primary goals are to provide strength-based case management, shelter, food, life skills classes, and other basic needs to families and single women who find themselves without a home.

The Salvation Army Center of Hope provides shelter 24 hours a day, 365 days a year. Individuals and families work with their case managers through the Coordinated Intake process to rapidly rehouse residents of the Center of Hope. Individuals and families are provided supportive services while pathways to access housing are pursued by individuals in need. The program and its staff work to build a strong support network for individuals through referrals to other agencies while reducing barriers that prevent residents from maintaining permanent housing.

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

The Salvation Army Center of Hope and shelter for Homeless Families and Single women meets a critical need in this community. On any given day there are over 500 individuals who are homeless in Winston-Salem/Forsyth County.

The Salvation Army works to ensure that all people in need of shelter have access to safe accommodations and essential services, including a link to community housing and benefits screening. The Salvation Army provides the only 24 hour emergency shelter for homeless families in Winston-Salem/Forsyth County.

B.3. How many participants on average will be served at any one time? What is the maximum number that can be served at any one time? What is the unduplicated total number of participants to be served during the program year?

Average daily occupancy is 60 individuals. We are licensed for up to 90 individuals. On average we serve 624 unduplicated participants annually.

The Salvation Army serves the following:

- Persons Known to be homeless with required proof of homelessness
- Ages one month to up to 70 and beyond;
- All genders to include non-conforming
- Singles with children; Family Units with children; single women
- 50% of residents enter with income and one-half of the remainder find new income. Residents generally have low to no income but proof of income is not required for admittance.

NEED (7 POINTS)

B.4. Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.

The economic situation of many of our clients is at or 150% below the current poverty level for their income, most of whom are employed and yet not making a livable wage.

Our population is predominately African American followed by Caucasian and then Hispanic and Multi-racial.

Our residents at the Center of Hope are primarily from the 27105, 27106 and 27101 zip codes, although most families have drifted between the homes of family and friends residences prior to seeking emergency services or shelter.

B.5. Describe the unmet need that the proposed project/program seeks to address. Why does the population described above need the proposed assistance? Include data supporting the need.

We serve the most vulnerable population in Winston-Salem/Forsyth County, children and families. In 2018, Forsyth Futures reported that 16% of the individuals experiencing homelessness were children and over 31% were women.

The Academy of Pediatrics agree that children who are without safe and stable housing do not similarly develop compared to their peers in the areas of confidence, self esteem, and individuality. These social and emotional disparities impact school performance and social interactions leading to further stress, depression, and anxiety. It is for these reasons we are committed to providing safe emergency shelter to this vulnerable population.

COLLABORATION (6 POINTS)

B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

We were selected by the Continuum of Care and funded by Kate B Reynolds Foundation to launch Forsyth County's only Diversion Tool. During its pilot phase, our Division tool has diverted over 500 individuals and families (197+ cases), reducing shelter stays by 24.2%. Only four of the 197 successfully diverted cases returned for additional assistance in the past 10 months of the program. The Diversion tool has reduced our wait-list which provides vacancy for individuals and families where the diversion strategy cannot be employed.

The Women's Fund of the Winston-Salem Foundation provides critical funding to offer onsite intensive, certified Life Skills classes which help equip our residents and individuals from the community in fundamental skills such as financial management, conflict resolution, parenting, healthy living - includes substance abuse, diet, stress management, healthcare, and puts them on the path of self sufficiency.

Beginning in November 2019, we were selected as one of Wake Forest Baptist Free Mobile Healthcare sites. With this partnership we now offer uninsured individuals at our shelter and throughout the community free full service, onsite healthcare with prescription drug support offered through our social services department.

Insight Human Services works onsite at The Salvation Army Center of Hope to obtain referrals for assessments and treatment. Insight has developed a procedure for the referral and assessment process in order to provide timely, appropriate and accessible services to individuals in need. 90% of individuals referred from a strength based case manager are seen within 48 hours of the time they make the appointment for their assessment, and 100% are seen within seven days. Insight provides a Comprehensive Clinical Assessment that assesses strengths and needs in multiple life domains. Based on the assessment, Insight offers a variety of treatment levels that utilize evidence-based

treatment models, including the MATRIX Manual, Motivational Interviewing, Cognitive Behavioral Therapy, and Relapse Prevention treatment. All treatment services are provided by a licensed or credentialed clinician. Additionally, Insight provides medical services provided by licensed nurses, a psychiatrist, and other medical professionals.

C. Strategy and Performance

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C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

Indicate which of the City's strategic focus areas your program aligns with best (select one):

Economic Vitality and Diversity

C.2. Select the service area(s) that your project/program relates to:

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

PERFORMANCE (15 POINTS)

C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if original goals provided in C.5. are not achieved.

The Salvation Army's leadership team continually monitors the success of goals and the effectiveness of programs and services with our Divisional Commanders and staff making bi-annual inspections and visits.

Leadership and staff evaluate through observation, analysis of reports from the Homeless Management Information System and Salvation Army statistical program, and feedback from staff and residents. The Salvation Army values feedback and assistance from other shelter providers and community leaders as a way to monitor and evaluate the Center of Hope Family Residence. The Salvation Army staff continually evaluates and measures its programs and makes adjustments when necessary that will lead to the success of goals and objectives.

C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

All client data will be entered into the Homeless Management Information System. Salvation Army Case Managers are licensed HMIS users and will record and track all services rendered in HMIS.

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

- Include at least three goals and performance measures.

- One of the performance measures must include the unduplicated number of participants served.

Stated Program Goals	Program Activities in Support of Goals	FY 18-19 Previous Year Results	FY 19-20 Current Year Projected Results	FY 20-21 Next Year Anticipated Results
Provide emergency shelter and food to homeless families with children and single women.	Provide shelter, three meals a day and other essential and supportive services to include transportation, clothing, supplies, life skill classes and case management	Maintain steady occupancy with 38,244 shelter nights.	Maintain steady occupancy with projected 37,000 shelter nights with more than 200 households and 500 individuals	Maintain steady occupancy with projected 37,000 shelter nights with more than 200 households and 500 individuals
Offer strength based case management and services to residents necessary to move them into permanent housing and self sufficiency.	Referrals to Coordinated Intake Center for housing, assisting with self-resolution with those who do not qualify for housing assistance; two case management meetings each month which each household and referrals to other community resources and partners.	We offered case management services to 200 unduplicated households.	We project case management services for more than 200 households and 500 individuals.	We project case management services for more than 200 households and 500 individuals.
Reduce length of stay by stabilizing families and individuals and exit residents into permanent housing as soon as possible.	We seek to stabilize our residents by helping them form strong connections with community resources, equipping them through our certified Life Skills program so they can reach self-sufficiency	Average Length of Stay is 60 days	Average Length of Stay is 60 days	Average Length of Stay is 60 days

J. Rapid Rehousing and HMIS Only

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J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

Rapid Rehousing Services

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

HMIS/Data Collection Budget

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

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Submit

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

Heather Witt

Electronically signed by heather.witt@uss.salvationarmy.org on 11/22/2019 9:22 AM