





















D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

**Describe the hiring process and how it is structured to provide the most diverse candidate pool.**

The Winston-Salem Area Command participates in the United States Department of Labor's Affirmation Action Program (AAP) for three departments including: Area Command, Self-select Food Pantry, and Center of Hope Kitchen/ Feeding Program.

With the Affirmation Action Program, our hiring process is as follows:

1. All open positions are posted in-house, on our SalvationArmyCareers.org website, at the local Employment Security Commission, Indeed.com, Monster.com, & CareerBuilder.com
2. We send notifications about open positions to local agencies (eg, Goodwill, WS Urban League, ETC.) referring them to our SalvationArmyCareers.org website.
3. All applications are submitted online.
4. All applications are reviewed and selected for initial phone interviews based on meeting minimum qualifications for the position.
5. Interview questions are standard for all applicants for the open position.
6. Once phone interviews have been completed, applicants are interviewed in-person if they meet the phone interview criteria.
7. From the in-person interview, the most qualified applicant is chosen and offered the position.

Applicant then completes final steps of application process (background check, driving approval, etc)

**Please enter the total number of Full-Time Positions and Employees you have in the table below**

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		1		4	4	1
Professionals	1			2		
Technicians						
Office/Clerical		1		2		
Laborers/Service Workers	1	3			8	1

**Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below**

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians						
Office/Clerical	1			1		
Laborers/Service Workers	1	7		2	15	

**D.8.**

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

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

9

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

9

**ABILITY (5 POINTS)**

**D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."**

The Center of Hope, a shelter for homeless families and single women, has been in place at its current location at 1255 North Trade Street since 1992. The operation is fully established and there will be no delay in providing immediate shelter and services to homeless men, woman and children who need these services. With the advent of a Coordinated Intake Center, The Salvation Army added a case manager position to assess and work with families until, and if, they are referred to the CIC. This allows families to receive immediate case management services so that when they are assigned a Permanent Housing Case Manager, they will be better positioned to receive and benefit from the help. This position was initially a part-time position but the need was so great that we made the position full-time in 2016.

**D.12. How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?**

The Salvation Army has long-standing experience including 112 years of providing services to local Winston-Salem and Forsyth County residents. We are immediately prepared to offer 24 hours shelter to homeless families and single women 365 days each year. Not only do we offer shelter services, we also provide a sweeping range of services and programs while families reside in our facility.

We provide three meals, clothing, transportation assistance with childcare, strength based case management, onsite tutoring, behavioral health screenings through Insight Human Services, full service onsite healthcare through Wake Forest Baptist's Free Mobile Health Clinic to uninsured individuals, and certified life skill classes. The Salvation Army is unique in our City in that we provide a larger array of services for which homeless families can receive benefit.

These include assistance during the Christmas season with toys, scholarships to the Boys and Girls Club while residing in the family residence and up to one year when they leave with transportation included, participation in worship opportunities at two Salvation Army Corps community centers. Additionally, The Salvation Army is well aware of trends, changes in policy and best practices. We have a strong history of collaborating with other providers and have invested in the concept of the Continuum of Care and Coordinated Intake Center since their inceptions. Finally, The Salvation Army has officers and staff in place who are bi-lingual and can provide programs and services in English, Spanish and Korean.

## E. Cost Effectiveness

Case Id: 10773

Name: The Salvation Army - NC State ESG - 2020/21

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

Address: \*No Address Assigned

### E. Cost Effectiveness

Please provide the following information

#### BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$5,734,724.00	\$0.00	\$0.00
Fundraising	\$696,604.00	\$0.00	\$0.00
Management and General	\$328,226.00	\$0.00	\$0.00
	<b>\$6,759,554.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$1,914,536.00	\$0.00	\$0.00
Employee Benefits	\$519,645.00	\$0.00	\$0.00
Facility Rent and Utilities	\$229,321.00	\$0.00	\$0.00
Training and Conference Registration	\$20,500.00	\$0.00	\$0.00
Membership and Dues	\$23,705.00	\$0.00	\$0.00
Travel and Transportation	\$101,918.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$6,000.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$47,803.00	\$0.00	\$0.00
Other Operating Expenditures	\$3,896,126.00	\$0.00	\$0.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	<b>\$6,759,554.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$20,963.00	\$0.00	\$0.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$117,339.00	\$0.00	\$0.00
Federal Government	\$195,164.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$40,600.00	\$0.00	\$0.00
Memberships	\$111,500.00	\$0.00	\$0.00

Donations	\$2,193,656.00	\$0.00	\$0.00
Foundation Grants	\$217,432.00	\$0.00	\$0.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$3,862,900.00	\$0.00	\$0.00
	<b>\$6,759,554.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

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

Assistance to individuals (clients), property upkeep and repair, audit /data fees, supplies, phone/internet, printing/media, affiliate payments.

**E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.**

Year	Funding Source	Funding Amount
2019	RRH / FAST / City ESG / State ESG	\$193,995.00
2018	HUD/ ESG	\$140,712.00
2019	HUD/ ESG	\$141,711.00

**E.3. Please complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program.**

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
NC ESG	\$25,734.00	\$537,350.00	United Way, EFSP, ESG, Donors
	<b>\$25,734.00</b>	<b>\$537,350.00</b>	

**E.4. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.**

The Salvation Army is requesting State NC ESG funding totaling \$25,734.00 for shelter operations including space costs, supplies, food, utilities and insurance and upkeep.

**SUSTAINABILITY (7 POINTS)**

**E.5. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.**

Ongoing support for The Salvation Army's shelter program is provided by the local United Way and donations from individuals. The Salvation Army has significantly changed its Development Department which is now a team of five professionals – three fund-raisers, a community engagement professional and a marketing and communications strategist. This team meets weekly to devise strategies and discuss programs and activities that will fund and sustain the work of The Salvation Army in this community. The Salvation Army will continue to apply for government funding as it is offered and appreciates the opportunity.

**BARRIERS (3 POINTS)**

**E.6. Describe any potential barriers to the project implementation and how you plan to overcome them.**

Our goal over the next year is to expand our strength based case management program and establish a robust

housing stabilization service for the individuals we serve. For this expansion we need additional resources to support the families and individuals seeking this support.

In the summer of 2019 the Federal Residential Reentry Center, a pre-release program for federal prisoners ended, allowing us to begin a renovation project to have more space for families and individuals in our shelter.

The Salvation Army will care for 40-50 homeless children and their families. The Salvation Army has been privileged to provide services to homeless children and their families since the 1950's and is currently the only provider of 24 hour, year-round emergency shelter to homeless families in Forsyth County.

**AVERAGE COST (5 POINTS)**

**E.7. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)**

Proposed funds from the City for this project:	\$ 25,734.00
Number proposed to be served for the year:	500
Average City funds per beneficiary:	51.47
Proposed funds from all sources:	\$ 537,350.00
Number proposed to be served for the year:	500
Average total funds per beneficiary:	1074.70

## F. Required Documents

Case Id: 10773

Name: The Salvation Army - NC State ESG - 2020/21

Address: \*No Address Assigned

Completed by heather.witt@uss.salvationarmy.org on 11/22/2019  
9:23 AM

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## F. Required Documents

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Please provide the following information

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### Documentation

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

Conflict of Interest.pdf

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

2018 990 SA-Winston-Salem.pdf

**Organization By-Laws \*Required**

Articles and Bylaws.pdf

**Articles of Incorporation \*Required**

Articles and Bylaws.pdf

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

Financial Policies and Procedures 3.20.2018.doc

Non-Discrimination in Programs and Delivery of Services 2018.pdf

Non-Discrimination in Employment 2017.pdf

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

SA IRS 501c3.pdf

Audited financial statements or a third-party review **\*Required**

2018 Audit.pdf

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

**\*Required**

Active Secretary of State.pdf

Other

*\*\*No files uploaded*



## G. Community Development Only

Completed by heather.witt@uss.salvationarmy.org on 11/22/2019  
9:23 AM

Case Id: 10773

Name: The Salvation Army - NC State ESG - 2020/21

Address: \*No Address Assigned

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### G. Community Development Only

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

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

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

Ranges of Income	# to be served
0 to 30% of median	0
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

**2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants**

**3. Explain how services will assist participants in reaching objectives of the proposed project/program. Describe the policies or procedures for follow-up after participants leave the proposed project/program.**

## H. Construction/Rehab Only

Completed by heather.witt@uss.salvationarmy.org on 11/22/2019  
9:23 AM

Case Id: 10773

Name: The Salvation Army - NC State ESG - 2020/21

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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

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

2. Provide a projected timeline for the proposed work.

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

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

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

6. Describe the property management plan.

7. List the development team members.

8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.

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

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

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

\*\*No files uploaded

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

*\*\*No files uploaded*

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

*\*\*No files uploaded*

**Operating Budget**

*\*\*No files uploaded*

**Form 990**

*\*\*No files uploaded*

# I. Emergency Shelter Only

Completed by heather.witt@uss.salvationarmy.org on 11/22/2019  
9:23 AM

Case Id: 10773

Name: The Salvation Army - NC State ESG - 2020/21

Address: \*No Address Assigned

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## I. Emergency Shelter Only

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

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

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

### Emergency Shelter: Essential Services

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

### Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$5,000.00
Utilities	\$5,000.00
Food	\$5,734.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$10,000.00
	<b>\$25,734.00</b>

## J. Rapid Rehousing and HMIS Only

Completed by heather.witt@uss.salvationarmy.org on 11/22/2019  
9:23 AM

Case Id: 10773

Name: The Salvation Army - NC State ESG - 2020/21

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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

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

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

#### Rapid Rehousing Financial Assistance

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

#### Rapid Rehousing Services

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

#### HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	<b>\$0.00</b>	<b>\$0.00</b>

## Submit

Completed by heather.witt@uss.salvationarmy.org on 11/22/2019  
9:23 AM

**Case Id:** 10773

**Name:** The Salvation Army - NC State ESG - 2020/21

**Address:** \*No Address Assigned

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## Submit

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

*\*\*Not signed*