

A. Organization & Contact Information

Case Id: 11139
Name: THE WELLS CENTER, INC. "For Women In
Address: *No Address Assigned

Completed by thewellscenter@gmail.com on 11/20/2020 9:25 AM

A. Organization & Contact Information

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

A.1. Organization Name

THE WELLS CENTER, INC.

A.2. Project/Program

Women In Transition

A.3. FY 2021-22 Funding Request Amount

\$228,000.00

A.4. Agency's Total Operating Budget

\$334,000.00

A.5. Mailing Address

P.O. BOX 11313 WINSTON SALEM, NC 27116-3290

A.6. Project/Program Location Address

3817 N. Liberty St Winston Salem, NC 27105

A.7. Organization Website

THE WELLS CENTER, INC.

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

2002

A.9. Organization Fiscal Year

July 1 - June 30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Peggie A. Wells, Executive Director

A.13. Email

wellspeggie@yahoo.com

A.14. Phone

(336) 972-1031

CONTACT

A.15. Name, Title

Peggie Wells, Executive Director

A.16. Email

thewellscenter@gmail.com

A.17. Phone

(336) 972-1031

BOARD CHAIR

A.18. Name

Bob Summers

A.19. Term Expiration

05/31/2022

A.20. Email

rsummers@wnccumc.net

A.21. Phone

(336) 575-2275

B. Project Overview

Completed by thewellscenter@gmail.com on 11/19/2020 7:25 PM

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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?

THE WELLS CENTER, INC., For Women In Transition is requesting funds for a housing stabilization program for women offenders at risk for homelessness. Thereby requesting the use of The Commons Forsyth County, 1430 Felicity Ln., to provide a safe and secure environment for women offenders exiting the institution of jail/prison.

THE WELLS CENTER provides a focus model approach to helping women offenders successfully re-integrate back into the community.

CATCH (Changing Attitudes To Change Habits) for women offenders at risk for homelessness in Winston Salem/Forsyth County, to reduce recidivism, increase public safety, and to produce a safe and secure transitional environment.

Producing a pre-release program, at the Forsyth Detention Center (jail), and an intensive evidence-based community post-release program, CATCH focuses on experienced trauma to change negative cognition and to inspire positive behaviors to reduce recidivism, poverty, and homelessness.

The program model includes 7-Habits by Stephen Covey, trauma healing using evidence-based material, mentoring component, and life skills, etc. Program duration is a minimum of 90-days and a maximum of 24-months having a focus around personal healing and growth. To be eligible a participant must be 18 but not older than 55 years old, a female exiting incarceration, and facing homelessness. An application, needs assessment, psycho-social assessment, and interview is required by all participants. Participants are matched with mentors and referred to community substance and mental health providers. They are also required to attend enrichment classes at least twice a week, group sessions once a week, individual counseling every two weeks, and have regular meetings with a success coach, who assists in achieving educational and career goals. A court liaison will be provided for women who have pending court dates and are on probation. CATCH will provide opportunities for GED, employment placement, and permanent housing assistance. Also, participants will have the opportunity for specialized training through Goodwill and other employment training entities.

The requested funds will be used to incorporate another women's shelter in Winston Salem/Forsyth County. These funds will be used to provide a safe and secure environment for women offenders at risk for homelessness following release from the institution of jail/prison.

THE WELLS CENTER has three major focus goals. First, our goal is to extend provided services by creating a sustainable, stabilized housing program to reduce the rate of recidivism and homelessness among women offenders in our community. Second, to increase the number of women exiting incarceration back into the community to a successful and functioning lifestyle. And finally, to provide a needed service for an under-served population in our community.

THE WELLS CENTER's objectives for 2021 – 2022, women exiting incarceration, who are at risk for homelessness, will achieve stabilized housing while participating in an intense evidence-based community post-release program. THE

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WELLS CENTER will operate a transitional housing program that aligns with state and local government initiatives for the Continuum of Care for those at risk for homelessness.

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

Women exiting jail/prison will access the CATCH program via the pre-release program at the Forsyth Detention Center (jail) and other community agencies such as Goodwill, Bethesda Center, Experimental Self-Reliance, Eureka Ministries, Samaritan ministries, probation office, community court, community churches, and referrals through the department of corrections.

The benefits for participants is to develop positive change in criminal thinking, psychological adjustments and social functioning, and healing from experienced trauma. Participants will have access to a gender-specific resource that primarily provides services for women offenders to help meet their needs, emotional, cognitively, and economically. Participants will have a safe, secure, and respectful environment with positive relationships to thrive and to successfully transition back into the community.

Overall, participants will benefit from the CATCH intensive evidence-based post-release community program, including the mentoring component, education, mental health, substance treatment, life skills, employment, counseling, transportation, and permanent housing, etc.

B.3. Below, please provide anticipated service metrics into the appropriate fields.

Where applicable, applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings. If applicable and serving individual clients over a period of time.

Average Number of Participants Served at a Single Time

20

Maximum Number of Participants to Be Served at a Single Time

80

Unduplicated Total Number of Participants to Be Served During the Program Year

220

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 WELLS CENTER's target population is women offenders transitioning from jail/prison at risk for homelessness and have experienced trauma.

Since 2000, the rate of women's incarceration in jails/prisons rose over 26 percent, whereas the jail/prison incarceration rate for men decreased by 5 percent (HHS Public Access, 2016.) The rise in the number of women involved in the criminal justice system has led to an increased examination of specific treatment needs of women offenders.

Comparisons of the male and female offenders consistently show that women have more complex histories of trauma

and victimization, mental and physical health issues, and substance abuse. Such contextual variables are correlated with high-risk behaviors among women (Messina, Grella, Burdon, & Prendergast, 2007). Despite research showing that women have complex needs, women in jail/prison receive fewer services compared to their male counterparts (Oser, Knudsen, Staton-Tindall, & Leukefeld, & Logan, 2012).

Existing studies have largely examined the trajectories that have led women into criminal behavior and the criminal justice system, including the impact of substance use on these trajectories but have often failed to examine the specific factors that may have moderated the impact of substance abuse treatment on psychological and substance use outcomes (Brietenbach, Dieterich, Salisbury, & Van Voorhis, 2012).

Trauma Exposure: One identified pathway into the criminal justice system centers on exposure to physical and/or sexual abuse among women, which is then associated with substance use and mental disorders that further heighten women's risk for criminal involvement, (Kennedy, Tripodi, & Pettus-Davis, 2013). Before incarceration women are seven times more likely to have experienced sexual abuse and four times more likely to have experienced physical abuse. Women involved in the criminal justice system also experience greater exposure to trauma and more varied types of trauma exposure through their lifetime than women in general population, (Grella, Lovinger, & Warda, 2013).

Economically: Studies show that formerly incarcerated women earn considerably lower wages, and have higher unemployment rates which is the leading cause to homelessness. Having a criminal history is consistently associated with stagnant earnings (Harding, 2003). Studies also show that most women who have been incarcerated return to their original community upon release and these communities are usually low income and high crime.

According to HHS Public Access, 2016, when women offenders are released from jail or prison they are often ill-prepared to re-encounter and address the serious problems they faced prior to incarceration, such as housing instability, homelessness, victimization, an unstable family life, limited work experience, poverty stricken, substance use disorders, mental health issues, and a lack of vocational skills, positive supporting relationships, etc. Thus, many women offenders are homeless therefore continue the cycle of the revolving door of the criminal justice system. Women offenders also tend to face new concerns upon reentering society such as legal issues, financial restitution, and new trauma or re-traumatization experienced while incarcerated.

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.

According to research, Ramirez, (2015), the unmet need for women offenders in the criminal justice system and many communities including Winston Salem/Forsyth County, is the need for women offenders to thrive in a safe and secure environment, with positive and supporting relationships, and the disregard of experienced trauma.

Women offenders have extensive trauma histories and complex treatment needs that contribute to their criminality, yet trauma screening has been overlooked and obsolete. Research has identified women offenders need gender and trauma-specific services. Trauma focus should become part of care in communities and the criminal justice system so the needs of traumatized women are addressed (Vivian Nixon, 2017).

Studies of evidence-based and gender responsive programs for women offenders have indicated the importance of

addressing both trauma and substance abuse in women's recovery. Studies found positive changes in specific domains, criminal thinking, psychological adjustment, and social functioning (Grella & Messina, 2015). Also findings of significant reductions in PTSD, anxiety, anger aggression, and symptoms of serious mental illness, when trauma is address (Kubiak, et al., 2014).

For such causes that have been identified, disregard of experienced trauma, complex treatment needs, the need for gender-responsive programming is the primary reason why THE WELLS CENTER, "For Women In Transition" is providing the CATCH (Changing Attitudes To Change Habits) community program. THE WELLS CENTER is the only one of its kind in Winston Salem/Forsyth County.

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?

THE WELLS CENTER has developed numerous collaborative relationships with the community including the following:

- Drug Court
- Community Court
- Probation/Parole Office
- Forsyth Detention Center
- Sheriffs Office
- Public Defendants Office
- Goodwill
- Experiment in Self-Reliance (ESR)
- Forsyth Futures
- North Point Dental
- Project Re-entry
- Forsyth Jail & Prison Ministries
- Community Churches

Collaborations with community organizations will help to support the reentry/transitional process for women offenders by providing additional resources, education, and training to assist women offenders to have a successful transition.

IDIS Setup

No data saved

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IDIS Setup

Please provide the following information

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE

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):

Safe and Secure Community

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

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

PERFORMANCE (15 POINTS)

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

THE WELLS CENTER's Catch and mentoring program will be monitored and evaluated on a quarterly basis by the executive director, program director, and advisory board to ensure the program is accomplishing its mission of helping women offenders to become successful in the community.

CATCH community volunteer facilitators, volunteer mentors, success coach, court liaison, GED educator, and community counselors will meet with participants on a weekly/bi-weekly basis and provide comprehensive reports, (progress reports) for monitoring and program evaluation. The focus of reporting will evolve around compliance with programmatic expectations of participants and standards such as: number of participant contacts; participant goal achievements, activities, quality of relationships successes, participation, and mental health.

C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency

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that will be used to capture project/program performance.

THE WELLS CENTER is committed to providing the highest quality programs that provide the greatest benefit for homeless women offenders throughout Winston Salem/Forsyth County. To this end, we carefully monitor and evaluate all of our programs on an ongoing basis to determine their effectiveness and to make improvements. We will measure our progress both quantitatively and qualitatively with clear procedures for recording and tracking data. The data we collect will be recorded and tracked using Winston Salem/Forsyth County's Homeless Information Management System (HMIS), an integrated county-wide database that tracks homeless housing and service outcomes. Our plan is to hire a dedicated HMIS coordinator. In the near future, we will invest in Social Solutions' Efforts to Outcomes (ETO) performance management software to fine tune our program evaluation. ETO was designed specifically for human services organizations. With such software, real-time data can be collected about our service delivery efforts and relate them directly to our intended targets, milestones and outcomes. As a result, we will be able to see more precisely what is working and replicate or refine those efforts and report successes in minutes rather than days or weeks.

Currently, this organization uses both word and excel software to track participant data.

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

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

Stated Program Goals	Program Activities in Support of Goals	FY 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
<p>1. Re-house 100 homeless women offenders (10 year goal).</p> <p>2. 85% of those who obtain permanent housing will maintain in it for at least a year and 65% will maintain permanent housing for at least three years.</p> <p>3. 65% of those who obtain transitional housing will be self-sufficient enough to</p>	<p>-Success coach will assist participant in finding employment, identifying career interest, education needs & training needs & help participant learn the principles of budgeting/finance/credit.</p> <p>-Increase employment or benefit income of homeless women offenders</p> <p>-Community volunteer mentors continue to be recruited, trained, & matched with 200</p>	<p>-Recruited 12 community volunteer mentors; trained and matched with 45 women.</p> <p>-30 out of 45 women served did not return to jail/prison</p> <p>-30 out of 45 women did not have criminal activity within the year of service</p> <p>-30 out of 45</p>	<p>-8 women employed</p> <p>-8 women did not return to jail/prison</p> <p>Note: Due to COVID-19 year 2020 has not been as productive or successful as projected. TWC is hopeful that year 2021 projection will align with or be close to projected results.</p>	<p>-To have provided shelter for 20 women offenders at risk for homeless</p> <p>-Have at least 3 women offenders obtain permanent housing</p> <p>-Have at least 10 women financially stable</p> <p>- 20 community volunteer mentors to be recruited and trained</p>

<p>maintain their housing on their own for at least six months.</p> <p>4. 90% of women will change their attitude about themselves and negative/criminal behaviors</p> <p>5. 90% of women will not return to jail/prison during the year</p> <p>6. 90% of women will not commit crimes during the year which will increase overall community safety</p> <p>7. 90% of women will gain employment to develop a good work ethic (cultivate self-discipline, use time productively & wisely, stay balanced</p>	<p>women, while incarcerated and transitioning within the community, walk-ins, referrals, etc.</p> <p>-Mentors to have frequent meetings/contact with the participant for the first 90 days following release. (According to research, the first 90 days following release is a critical determinant of whether an offender will return to jail/prison)</p> <p>-Court liaison will assist participant in creating a calendar for court appearances and probation appointments to ensure non-violation of court order</p> <p>-CATCH courses will help women offenders to change their paradigm, develop good character, morals, integrity, make good choices, change criminal behavior, and change their attitude.</p> <p>-GED educator will assist participants to obtain high school diploma</p>	<p>women remained employed</p>	<p>-Provide service to at least 220 women offenders in our community</p> <p>-Up to 176 women to become employed and remain drug free (80%)</p> <p>-Up to 176 to not return to jail/prison (80%)</p> <p>-198 women to change their attitude about self and negative /criminal behaviors (90%</p>
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	45	45
FY 20-21 Current Year	45	15

Projected Results		
FY 21-22 Next Year	220	220
Anticipated Results		

C.6. FY 19-20 Program Accomplishments

THE WELLS CENTER met its projected goal of recruiting and training 12 community volunteer mentors. Year 2020 a total of 15 women were served in spite of COVID-19 which caused an interruption in providing services to a higher number of participants. Out of a total of 15 women served, 8 women are actively employed and have not returned to jail or prison and 1 woman without being encouraged checked into a drug recovery rehab following a relapse. The community mentor volunteers continue to be an active force of THE WELLS CENTER's Women in Transition program. The mentors are helping the participants transition back into the community, obtain basic needs, such as temporary housing, clothing, vital records, food, etc.. The mentors have assisted with helping the women identify employment, and with navigation through community resources for assistance. Transportation needs for participants have also been provided.

THE WELLS CENTER has extending its Women In Transition program to include a evidence-based community post-release program CATCH (Changing Attitudes To Change Habits) to assist women offenders, within our community, at a greater capacity.

A more involved Board of Directors representing numerous professions is in place and actively involved in support of THE WELLS CENTER.

THE WELLS CENTER has been awarded a 2 year grant from Z. Smith Reynolds community progress fund to hire two contracted employees, a success coach to help participants achieve personal and career goals and to advocate for the participants, and a court liaison, acting mediator for participant and the court system.

Award of SOAR funds to support the part-time mentor coordinator position. The mentor coordinator continues to create stability among volunteer mentors and program participants (mentees.) The City expenditures for direct client needs continue to be well utilized to assist the participants with immediate clothing needs, temporary housing, transportation, ID, vital records, etc..

THE WELLS CENTER has secured an office/program space to provide its CATCH program for women offenders transitioning back to the community. A part-time success coach and a court liaison have been hired through Z. Smith Reynolds grant funds.

C.7. FY 21-22 Key Objectives

1. Obtain a housing facility to provide a safe and secure environment for women offenders at risk for homelessness following jail/prison.
2. Hire a part-time Program Director
3. Increase the number of community volunteer mentors who will be trained and matched with program participants
4. Increase the number of women offenders that gain stable housing, employment, and are reunited with their children
5. Increase the number of women offenders that stay crime free and remain out of jail and prison
6. Reduce recidivism among women offenders
7. To be the number one resource provider for women offenders in our community

D. Organizational Capacity

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D. Organizational Capacity

Please provide the following information

MISSION (5 POINTS)

D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?

We are the community bridge for positive outcomes for women offenders in Winston Salem/Forsyth County. We establish an integrated approach to meet the treatment, health, and behavioral needs of women offenders who are reintegrating back into the community from incarceration thereby striving to be the most effective resource in helping women offenders successfully re-enter the community, increase community safety and decrease recidivism. THE WELLS CENTER is the only one of its kind in Winston Salem/Forsyth County. Our women in transition program currently provides a pre-release program at the Forsyth Detention Center, consisting of Stephen Covey's 7-Habits, a 7-week/2-hour course once a week, trauma recovery/healing course using evidence based materials this too is also a 7-week/2-hour course once a week. The courses are facilitated by Rev. Peggie Wells, executive director, on a quarterly basis serving 15 participants each quarter thus serving a total of 60 women per year. In addition to the courses TWC provides mentoring for those who complete the courses. The mentoring component is managed by the mentor coordinator, assisted by the executive director. The mentor coordinator recruits community volunteer mentors trains them and matches each with one or two incarcerated women. Mentors meet weekly with the mentee (participant) while they are incarcerated. The goal of mentoring is to provide supportive, trusting and positive relationships. Prior to the mentee's release, the mentor and mentee map out a plan of action for exiting the jail, such as transportation, temporary safe housing, rehab, and meeting schedule on the outside. The mentoring relationship does not end upon release but continues following release. Other client needs, clothing, shoes, food, etc., are provided by TWC. The mentor provides some transportation to appointments, employment interviews, etc. The mentor also assists the mentee in identifying employment opportunities, and getting connected with resources within the community. THE WELLS CENTER has extended its program services for women offenders. Providing an intensive evidence-based community post-release program, CATCH (Changing Attitudes To Change Habits). CATCH is a focus model approach to helping women offenders who have been exposed to traumatic events. The mission of CATCH is to change negative cognition to inspire positive behaviors. Program duration is a minimum of 90-days and a maximum of 24-months having a focus around personal healing and growth. To be eligible a participant must be 18 but not older than 55 years old, a female exiting incarceration, and facing homelessness. An application, needs assessment, psycho-social assessment, and interview is required by all participants. Participants are matched with mentors and referred to community substance and mental health providers.

THE WELLS CENTER's pre release program and intensive evidence-based post-release community program advances our mission by bridging the gap of providing specialized programming and a critical need for women offenders in our community thus a major component in helping to reduce the rate of recidivism in the community.

FUNCTION (5 POINTS)

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D.2. How long has your organization been in operation?

Since Spring 2015

D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?

THE WELLS CENTER, INC. provides a tremendous public service to the citizens of Winston Salem/Forsyth County.

Women offenders are an under- served population in Winston Salem/Forsyth County.

Women offenders have no dedicated resources or programs to help them reintegrate back into the community.

Research, by the US Department of Justice, shows that without supportive services it is highly probable that offenders will return to committing crimes and return to jail/prison. THE WELLS CENTER is providing a needed service in the community of Winston-Salem/Forsyth County.

STRUCTURE (5 POINTS)**D.4. In the chart below, list key personnel involved in the proposed project/program.**

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Executive Director	Pre-release program facilitator at the Forsyth Detention Center. Facilitates 7-Habits on the inside and trauma healing course. Meet with numerous women in the jail on a daily basis to provide counseling, for emotional, spiritual, and physical needs. Connect the women with the mentoring program and the CATCH post-release program and other community resources. The executive director is responsible for overseeing all aspects of the organization, ensuring that we are operating efficiently and effectively to meet the organization's mission. Thus working closely with the Board of Directors and other community agencies also ensuring that staff members are aligned with the organization's mission and vision to successfully achieve the organizations strategic objectives.	50	100.00 %
Program Director	Interview participants, ensure the completeness of the intake process, conduct participant interviews, coordinate participants program schedule, oversee mentoring program. Monitor and evaluate CATCH program by reviewing all submitted progress notes from volunteer facilitators, mentors, success coach, mentor coordinator, and etc.	40	90.00 %
Mentor Coordinator	Holds 6 week meetings with volunteer mentors, reviews mentor reports and help determine ongoing needs of the mentees (participants). Recruits and train mentors and match the mentors with mentees.	10	0.00 %
Success Coach	Provide assistance in helping participants achieve personal and career goals. Work with the participants to define strengths and weaknesses. Works closely with the mentor coordinator. Advocate on the participant's behalf and works with community resource agencies to better	10	0.00 %

	assist the participants.		
Court Liaison	Mediator between the courts/probation and the participant. Oversee and ensure that the participant honor scheduled court dates and probation reporting. Keeps a calendar of participants scheduled court orders and provide transportation (if needed) to such appointments. Attend court appearances with participants to advocate on their behalf.	5	0.00 %
GED/Adult Educator	Assist participants with GED prep to obtain high school diploma/equivalence.	0	0.00 %
House Managers	House managers are responsible for the complete operation of a living unit and the IDD individuals who reside there. Responsible for developing and implementing all facets of home life, as close to a normal family unit as possible and the directing on ongoing daily activities and enforcement of all policies and procedures.	40	100.00 %

D.5. List all executive staff and their compensation (other than per diem).

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Peggie Wells	Executive Director	\$0.00	0.00 %
Pamela Benton	Program Director	\$0.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

Organizational Chart.xlsx

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 WELLS CENTER is a 501(c)3 nonprofit organization headed by an African American woman. This organization intentionally and consciously seeks to align with the principles of diversity of race and gender.

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					0	
Professionals					0	
Technicians					0	
Office/Clerical						
Laborers/Service Workers						
Total Full-Time						

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					2	
Technicians						
Office/Clerical					1	
Laborers/Service Workers						
Total Part-Time/Temp						

D.8.



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

10812_TWC_BOD Directory 2020.docx

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

3

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

6

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 WELLS CENTER's CATCH program is in operation but due to the pandemic of COVID-19, services have been hindered for the 2020 year. Although year 2020 has been an unprecedented year and caused a negative impact on service providers, year 2021 is hopeful of providing services to capacity for women offenders.

In spite of COVID-19, THE WELLS CENTER has continued its efforts in serving women offenders. We have witnessed first hand that women offenders in our community are in need of a safe and secure shelter to assist with transitioning following incarceration thereby, THE WELLS CENTER is requesting funds to provide a safe and secure environment for women offenders at risk for homelessness. For the specific causes, needs, and purposes of which have been identified, TWC is asking the City of Winston Salem/Forsyth to consider allowing this organization to use The Commons Forsyth County, 1430 Felicity Ln.

*The executive director have had previous conversations with city leaders, Morticia "Tee-Tee" Parmon, Northeast City Councilwomen and Susan Frye, Administrator of the Sheriffs Office. Please the uploaded letter in regard of collaboration.

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?

To participate in TWC's program, the participant must be a woman offender who served time in jail/prison and must live in the community of Winston Salem/Forsyth County. Participants are accepted from the community, jail, prison,

courts, probation, by referral, and walk-in's etc. TWC's program is marketed through community partnerships and resources.

E. Cost Effectiveness

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E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$45,000.00	\$30,000.00	\$78,000.00
Fundraising	\$0.00	\$0.00	\$8,000.00
Management and General	\$8,000.00	\$15,000.00	\$112,000.00
Total Expenditures by Program	\$53,000.00	\$45,000.00	\$198,000.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$0.00	\$22,500.00	\$100,000.00
Employee Benefits	\$0.00	\$0.00	\$0.00
Facility Rent and Utilities	\$0.00	\$5,780.00	\$5,780.00
Training and Conference Registration	\$2,000.00	\$2,000.00	\$3,000.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$3,000.00	\$200.00	\$2,000.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$2,000.00	\$1,000.00	\$2,000.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$1,890.00	\$6,000.00	\$18,980.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$8,890.00	\$37,480.00	\$131,760.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$5,000.00	\$5,000.00	\$228,000.00
Forsyth County	\$0.00	\$0.00	\$5,000.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$10,000.00	\$0.00	\$30,000.00

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Memberships	\$0.00	\$0.00	\$0.00
Donations	\$10,000.00	\$5,000.00	\$10,000.00
Foundation Grants	\$40,000.00	\$26,800.00	\$61,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
Total Revenues by Category	\$65,000.00	\$36,800.00	\$334,000.00

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

THE WELLS CENTER is expanding its Women In Transition program services to include an evidence-based community post-release program and shelter for women offenders exiting incarceration at risk for homelessness, to provide shelter to 6-20 women offenders and to serve up to 220 women offenders in the community. Other Operating Expenditures: Direct client needs (clothing, housing, transportation, medical, dental, employment.) Housing costs is a specific need as THE WELLS CENTER attempts to place women in a safe and healthy living environment to avoid the exposure of living in a "toxic" home environment or on the street. The availability of safe, secure and healthy transitional housing for women offenders is limited in Winston Salem/Forsyth County. THE WELLS CENTER is collaborating with community leaders and community organizations in expressing the unmet need of transitional housing for women offenders. Housing in this regard with a stay from 3-weeks to 90 days can cost anywhere from \$125 per week to \$175 dollars per week. The housing need alone will run in excess of \$5,250 for ten women for a 3-week living arrangement. THE WELLS CENTER is working diligently within the community to obtain housing donation for this purpose.

Personal needs: the obtainment of vital records, ID, food, and transportation. Such needs are costly and could easily exceed \$1400. throughout a fiscal year.

Educational/Trainings: Tuition assistance for classes at Forsyth Technical College. THE WELLS CENTER will provide financial assistance for women who are interested in taking classes of interest at Forsyth Tech to obtain employment readiness skills to increase/improve economic status such to include employment skills, personal enrichment, continuing education, Culinary Arts, etc. In addition to providing tuition for education, THE WELLS CENTER will provide the cost of peer support training. The women will be afforded an opportunity to become certified peer support specialist. A peer support specialist is a person with "lived experience" who has been trained to support those who struggle with mental health, psychological trauma, or substance use. Their personal experience with these challenges provide peer support with expertise that professional training cannot replicate.

Other Revenue: Donations, no federal funds.

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	SOAR Funding	\$5,000.00
2020	SOAR Funding	\$5,000.00

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
----------	-----------------------------	--------------------------	--------------------

Executive Director	\$55,000.00	\$0.00	NA
Program Director	\$35,000.00	\$10,000.00	SOAR Funding
Housing Furnishings, full size beds w/storage underneath x 20 (6- 20 bedrooms)	\$23,600.00	\$0.00	NA
Bedding	\$4,000.00	\$0.00	NA
Kitchen Needs, microwave, refrigerator, freezer, cookware, dinnerware, utensils, dinning table, chairs, etc	\$4,000.00	\$0.00	NA
Bathrooms, fixtures, shower curtains, rugs (\$30x20) gs,	\$1,500.00	\$0.00	NA
Washer and Dryers (\$800 x4)	\$3,200.00	\$0.00	NA
Liability Insurance	\$2,000.00	\$0.00	NA
Cable/internet/phone	\$1,200.00	\$0.00	NA
Alarm System	\$800.00	\$0.00	NA
Utilities	\$0.00	\$0.00	Provided by City as pro bono
Office Supplies & Educational Materials/Electronic Equipment	\$15,000.00	\$0.00	NA
Plan Street Client Software	\$2,500.00	\$0.00	NA
Transportation Cost, Bus passes, Uber, other	\$7,200.00	\$0.00	NA
Staff Training	\$3,000.00	\$0.00	NA
HMIS Coordinator	\$20,000.00	\$0.00	NA
HMIS Membership	\$0.00	\$0.00	NA
2 House Managers, 1st & 2nd shift	\$50,000.00	\$0.00	NA
	\$228,000.00	\$10,000.00	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.

According to HHS Public Access, 2016, when women offenders are released from jail or prison they are often ill-prepared to re-encounter and address the serious problems they faced prior to incarceration, such as housing instability, homelessness, victimization, an unstable family life, limited work experience, poverty stricken, substance use disorders, mental health issues, and a lack of vocational skills, positive supporting relationships, etc. Thus, many

women offenders are homeless therefore continue the cycle of the revolving door of the criminal justice system. Women offenders also tend to face new concerns upon reentering society such as legal issues, financial restitution, and new trauma or re-traumatization experienced while incarcerated. For this reason THE WELLS CENTER is exhausting its efforts to pave the way for women offenders returning to the community by eliminating the anxiety of not having a safe and secure environment to retreat to upon the release of jail/prison.

Thereby, the City resources will be used for the start-up cost and first year of operation of providing a safe and secure shelter for women offenders at risk for homelessness following release from jail/prison in the community of Winston Salem/Forsyth County.

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

THE WELLS CENTER does not have non-monetary assistance for the Catch program at this time but is open to receive such assistance.

E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

THE WELLS CENTER, INC., For Women In Transition is requesting funds for a housing stabilization program for women offenders at risk for homelessness. Thereby requesting the use of The Commons Forsyth County, 1430 Felicity Ln., to provide a safe and secure environment for women offenders exiting the institution of jail/prison.

THE WELLS CENTER's is requesting increased funding to meet an unmet need for an underserved population in our community.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

The immediate goal of THE WELLS CENTER's women in transition program is to use City funds to leverage other foundation funds, Z. Smith Reynolds Progress Funds and Winton Salem Women's Fund and to create identified resources that are recommended for a successful evidenced based gender specific reentry program for women. Other foundation funding will be explored and requested if appropriate, including Mary Reynolds Babcock and Kate B. Reynolds Charitable Trust. Acquiring those funds will significantly increase the capacity of THE WELLS CENTER; the next step will be applying for NC Governors Crime Commission Funds, US Department of Justice Second Chance Funds. Continued donors will be sought to increase their financial support, both individuals and organizations. Also included, community fundraisers will be included.

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

If requested funding is not granted women offenders will continue in the revolving door of the criminal justice system and the rate of recidivism in this community will continue to rise. From September 2018 through August 2019, The NC Department of Public Safety reported 2,930 women released from jail/prison in Winston Salem/Forsyth County. Winston Salem/Forsyth County is ranked in the top ten, of the 100 counties in North Carolina, of having the highest rate of women offenders returning to the community. The statistical data reveals a negative impact within our

community that need to be a focus of attention.

If THE WELLS CENTER can not provide a housing stabilization program for women offenders at risk for homelessness, the community will continue the negative impact of homelessness in our community and women offenders will continue revolving through the doors of the criminal justice system. In spite of such barriers THE WELLS CENTER will continue its mission to bridge the gap for this population of women by providing its pre and community post-release program to serve and assist as many women offenders in achieving a successful transition to become healthy and productive citizens in our community.

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

If the additional staff need is not appropriately put into place, it will impact the overall success of the organization's program mission; the service program will continue but maintaining order for a smooth program flow will be impacted and will cause difficulty in keeping order and flow of the intricate parts.

AVERAGE COST (5 POINTS)

E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	\$228,000.
Number proposed to be served for the year:	6-20
Average City funds per beneficiary:	\$123.00
Proposed funds from all sources:	\$106,000.
Number proposed to be served for the year:	220
Average total funds per beneficiary:	\$525.00

F. Required Documents

Completed by thewellscenter@gmail.com on 11/20/2020 11:02 AM

Case Id: 11139

Name: THE WELLS CENTER, INC. "For Women In

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

10792_Wells Center Conflict of Interest Policy 2019.docx

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

2019 Tax 990.pdf

Organization By-Laws *Required

10787_TWC_ByLaws_UPDATED 080120.docx

Articles of Incorporation *Required

Articles of Incorporation.pdf

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

TWC policy.docx

IRS 501(c)3 Designation Letter *Required

501(c)3.pdf

Audited financial statements or a third-party review *Required

12-31-19 FINANCIAL REVIEW.pdf

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

***Required**

NC Secretary of State Current Active Status.pdf

Other

Collaboration with City Leaders.pdf

G. Income Based Projects/Services Only

Case Id: 11139
Name: THE WELLS CENTER, INC. "For Women In
Address: *No Address Assigned

Completed by thewellscenter@gmail.com on 11/20/2020 9:25 AM

G. Income Based Projects/Services Only

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

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

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

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

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

H. Construction/Rehab Only

Completed by thewellscenter@gmail.com on 11/19/2020 11:20 PM

Case Id: 11139

Name: THE WELLS CENTER, INC. "For Women In

Address: *No Address Assigned

H. Construction/Rehab Only

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

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

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

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

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

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

H.6. Describe the property management plan.

H.7. List the development team members.

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

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

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

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

Case Id: 11139

Name: THE WELLS CENTER, INC. "For Women In

Address: *No Address Assigned

Completed by thewellscenter@gmail.com on 11/19/2020 11:20 PM

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

J. Rapid Rehousing and HMIS Only

Completed by thewellscenter@gmail.com on 11/19/2020 11:20 PM

Case Id: 11139

Name: THE WELLS CENTER, INC. "For Women In

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

Rapid Rehousing Services

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

HMIS/Data Collection Budget

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

Submit

Completed by thewellscenter@gmail.com on 11/20/2020 11:02 AM

Case Id: 11139

Name: THE WELLS CENTER, INC. "For Women In

Address: *No Address Assigned

Submit

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

Peggie Wells

Electronically signed by thewellscenter@gmail.com on 11/20/2020 11:02 AM