

A. Organization & Contact Information

Case Id: 11054
Name: THE WELLS CENTER, INC. - 2021/22
Address: *No Address Assigned

Completed by thewellscenter@gmail.com on 11/11/2020 12:42 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., "For Women In Transition"

A.2. Project/Program

Women In Transition/ "CATCH"

A.3. FY 2021-22 Funding Request Amount

\$20,000.00

A.4. Agency's Total Operating Budget

\$105,000.00

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

www.thewellscenter.org

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

thewellscenter@gmail.com

A.14. Phone

(336) 972-1031

CONTACT

A.15. Name, Title

Peggie A. 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 2:07 PM

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Name: THE WELLS CENTER, INC. - 2021/22

Address: *No Address Assigned

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 (TWC) is requesting funds for its evidence-based community post-release program, CATCH (Changing Attitudes To Change Habits) to reduce the recidivism of women offenders in Winston Salem/Forsyth County.

Combined with the already existing pre-release program, at the Forsyth Detention Center (jail), and consisting of two 7-week courses: 7-Habits by Stephen Covey and Trauma Healing, using evidenced-based materials, and the mentoring component, THE WELLS CENTER has extended its program services to assist women offenders in a greater capacity to increase efforts in reducing recidivism in the Winston Salem/Forsyth County community. THE WELLS CENTER is providing an intensive evidence-based post-release community program, CATCH a focus model approach to helping women offenders with needs for a successful transition who have been exposed to traumatic events. The mission of CATCH is to change negative cognition to inspire positive behaviors. The program duration is a minimum of 90-days up to a maximum of 24-months evolving around personal healing and growth. Eligibility requirements: must be 18 years old and not older than 55 years old; participants must be female with a criminal background and have served jail/prison time. Eligible participants must complete an application process, needs assessment, psycho-social assessment, and interview, conducted by the executive director and Program Director. Participants are required to attend enrichment classes at least twice a week, group sessions once a week and individual counseling every two weeks; have regular meetings with Success Coach, who provide assistance in achieving educational and career goals; and meetings with Court Liaison (for women who have pending court dates and/or on probation.) GED/Adult education classes will be scheduled accordingly, if needed.

The requested funds will be utilized to support two specific areas: First, funds will be utilized to continue the current mentoring component with the provision of providing a monthly stipend to the part-time mentor coordinator, who oversees the recruitment, training of volunteer mentors, and the matching process. The community volunteer mentors provide emotional support and develop positive relationships with women offenders, while detained in the Forsyth Detention Center (jail) and following release. Secondly, the requested funds will be used to hire a part-time Program Director to oversee and monitor the intricate and operational parts of the CATCH program including the Mentoring Component.

THE WELLS CENTER has two major goals: To reduce the rate of recidivism among women offenders in Winston Salem/Forsyth County and to provide a needed service for an under-served population in our community.

Objectives for 2021 -2022: Increase the number of community mentor volunteers to twenty (20), each to be matched with two (2) participants for a duration of three to six months or longer if needed. To serve approximately 220 released women offenders. We anticipate that 90% will stay crime free and gain employment. Currently 16 mentors have been

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recruited and trained.

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

Women offenders will access the CATCH program via the pre-release program at Forsyth Detention Center, (jail) through other community agencies, Goodwill, Bethesda Center, other Shelters, ESR, Eureka Ministries, Community Churches, Probation Office, Community Courts, and Public Defenders office, etc.

Participants will benefit from participating by developing a positive change in criminal thinking, psychological adjustments, and social functioning. Participants will have access to a primary resource that specifically provides services for women offenders to help meet their needs. Participants will have a safe and respectful environment with positive relationships and be afforded an opportunity to successfully transition back into the community.

Participants will benefit from the CATCH intensive evidenced-based community post-release program and mentoring component emotionally, cognitively, and physically. See below program overview:

Overview of CATCH program:

- Mentor Coordinator
- Court Liaison
- Success Coach
- Pre & Post-release Mentoring
- Certified GED/Adult Education Instructor
- Assistance in obtaining ID/Licenses/Vital Records
- Financial Assistance: Housing, transportation, clothing, etc.
- Employment Skills & Placement

90-Day Participation:

First 6 weeks:

- 7 Habits
- Cognitive Health
- Behavior Health
- Faith Health
- Group sessions
- Individual growth counseling

Second 6 weeks:

- Trauma Healing
- Emotional Health
- Who Am I? (self-identifying)
- Faith Health
- Group Sessions
- Individual growth counseling

**90- Day completion Certificate and Graduation Celebration

6-Months/24-Months - Start of New Transition

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- Physical Health
- Rebuilding family relationships
- Parenting-Bridging the Gap between mother and children
- Employment Skills Training and Placement
- Financial Management/Budgeting
- Social & Life Skills
- Maintaining a healthy mind

**Graduation Celebration

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

50

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 target population is women offenders who have experienced trauma. According to HHS public Access, (2016), the rise in the number of women involved in the criminal justice system has led to an increased examination of the 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 (Grella, Stein & Greenwell, 2005; Messina, Grella, Burdon & Prendergast, 2007.) Despite research showing that women have complex needs, women in jail/prison receive fewer services (Oser, Knudsen, Staton-Tindall & Leukefeld & Logan, 2001) compared to their male counterparts. 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 (Brennan, Breitenbach, Dieterich, Salisbury & Van Voorhis, 2012); Salisbury & Van Voorhis, 2009.)

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; Tripodi & Pettus, 2013.) Before incarceration

women are seven times more likely to have experience sexual abuse and four times more likely to have experienced physical abuse compared to their male counterparts (Center on Addiction and Substance Abuse, 2010.) 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; Messina & Grella, 2006.)

Economically: Studies show that formerly incarcerated women earn considerably lower wages, and have higher unemployment rates than their male counterparts (Prendergast, Messina, Hall & Warda, 2011). Women are disadvantaged in labor markets. 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.

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 by Ramirez, (2002), the unmet need for women offenders in the criminal justice system and many communities including Winston-Salem/Forsyth County, is the disregard of experienced trauma. Research indicates that women need and thrive in a safe and respectful environment with positive relationships.

Women offenders have extensive trauma histories and complex treatment needs that contribute to their criminality, yet trauma screening has been overlooked and obsolete in the justice system. Research has identified women offenders need gender and trauma-specific services. Trauma focus should become part of care in the criminal justice system and in communities so the needs of traumatized women are addressed (Vivian Nixon, 2007.)

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 (Kubiak et al., 2014) when trauma is addressed.

For such causes that have been identified, the disregard of experience trauma, complex treatment needs, and the need for gender and trauma focused services, along with the omission and disregard of providing and making available responsive programs for women offenders is the reason why THE WELLS CENTER is providing the CATCH program 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 numerous established collaborative relationships within the community including the following:

- Drug Court
- Probation/Parole Office
- Public Defender's Office
- Sheriff's Office
- Goodwill
- Experiment in Self Reliance (ESR)
- North Point Dental Clinic
- Holly House
- Community Churches

-Project Re-entry

THE WELLS CENTER will continue developing partnerships and relationships with other community organizations to support a successful transition for women offenders. Such resources will be sought out for the purpose of educational and training needs to help assist women with a successful transition and to reduce recidivism of women offenders in Winston Salem/Forsyth County.

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 Women in transition CATCH and mentoring program will be monitored and evaluated quarterly by the executive director, program director, and advisory board to ensure the program is accomplishing its mission in helping women offenders to become successful in the community.

CATCH community volunteer facilitators, volunteer mentors, and success coaches will meet with participants on a weekly/bi-weekly basis and provide comprehensive reports (progress notes) for monitoring and program evaluation. There will be a focus on compliance with programmatic expectations of participants and standards such as: participant contacts; participant goal achievements; activities; the perceived quality of relationships; successes; and participation.

The mentor coordinator will conduct 6 week consultations with mentors and participants (mentees) to monitor and

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evaluate the quality of support, mentor/participant relationships, participant progress, and goal attainment. The mentor coordinator will submit a comprehensive detailed report of the mentoring component to the program director.

The program director and Executive Director will meet every 6 weeks to monitor and evaluate the program by reviewing all submitted reports from volunteer facilitators, mentors, success coach, mentor coordinator, etc. Following reviews and dialogue, adjustments or changes to the program will be implemented accordingly.

The Court Liaison will work with participants who are on probation. The court liaison will produce and generate participant's probation/court schedule to ensure court order compliance is ensured, make court appearances to advocate on the participant's behalf. The court liaison will provide reports of participant's court/probation status and submit to the executive director for review and feedback.

Executive director will conduct a systematic collection of participant program and jail data to use in analyzing the effectiveness of the CATCH and mentoring components to identify the areas in need of improvement and program cost and efficiency.

*If original goals listed in C5 are not achieved, THE WELLS CENTER will revise in the required City reporting.

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.

THE WELLS CENTER will use 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
1. 90% of women will change their attitude about themselves and negative/criminal behaviors 2. 90% of women will not return to jail/prison during the	-Community volunteer mentors continue to be recruited, trained, & matched with 200 women while incarcerated, upon 7- Habits completion, and transitioning within the	-Recruited 12 community volunteers; trained and matched with 45 women. -30 out of 45 women served did not return to jail/prison	-17 Community mentor volunteers Recruited and trained. -15 women assigned mentors (6-in jail; 1- in rehab; 8 women transitioned in community)	-20 community mentor volunteers to be recruited and trained. -Up to 220 women to be served -Up to 176 women will obtain

<p>year.</p> <p>3. 90% of women will not commit crimes during the year which will increase overall community safety.</p> <p>4. 90% of women will gain employment to develop a good work ethic (Cultivate self-discipline; Use time productively & wisely; Stay balanced.)</p>	<p>community, walk-in's, referrals, etc.</p> <p>-Mentors meet with participant(s) (mentees), while incarcerated, on a weekly/bi-weekly basis to provide support and obtain a positive working relationship.</p> <p>-Mentors meet with participant(s) (mentees), transitioning within the community, frequently/weekly 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 participants in creating a calendar for court appearances and probation appointments to ensure non-violation of court order.</p> <p>-Success Coach to assist participants in finding employment, career interest, trainings programs (peer support specialist,</p>	<p>-30 out of 45 women did not have criminal activity within the year of service.</p> <p>-30 out of 45 women remained employed</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 as projected. TWC is hopeful that year 2021 projection will align with or be close to projected results.</p>	<p>employment and remain drug free. (80%)</p> <p>-Up to 176 will not return to jail/prison.(80%)</p> <p>-198 women will change their attitude about self and negative/criminal behaviors. (90%)</p>
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	educational, etc.) Also, educational trainings on budgeting, finance, credit, etc.			
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	45	45
FY 20-21 Current Year Projected Results	45	15
FY 21-22 Next Year Anticipated Results	220	220

C.6. FY 19-20 Program Accomplishments

THE WELLS CENTER met its projected goal of recruiting and training 12 community mentor volunteers. Year 2020 served a total of 15-women 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 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 mentees 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 clients has been provided has been provided.

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

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

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

Key objectives for 2021 - 2022 include simultaneously accomplishing the following:

1. Hire a part-time Program Director
2. Increase the number of community volunteer mentors who will be trained and matched with WIT participants.
3. Increase the number of participants that will receive pre and post-released WIT services and resources
4. Increase the number WIT that gain housing, employment, and are reunited with their children.
5. Increase the number of WIT participants that stay crime free and remain out of jail/prison.
6. Reduce recidivism among women offenders

D. Organizational Capacity

Case Id: 11054

Name: THE WELLS CENTER, INC. - 2021/22

Address: *No Address Assigned

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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 one of its kind in Winston-Salem/Forsyth County.

THE WELLS CENTER's 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 Trauma Recovery/Healing course is followed by the completion of 7-Habits. The courses are facilitated by 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 a mentoring component for the women who complete the pre-release 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. Once a mentee (participant) is released the mentor continues the support and relationship with the mentee (participant). For client needs, clothing, shoes, food, housing, mentors complete a request form for funds and submit to mentor coordinator for disbursement. The mentor provides some transportation to appointments, employment interviews, etc. In addition to providing essential needs, the mentor provides emotional support. 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 post-release community program, CATCH (Changing Attitudes To Change Habits) using a focused 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. CATCH is a 90-day up to 24-month program that evolves around personal growth. The women will go through an intake process, complete application, needs assessment and interview process conducted by the program director and executive director. Participants will attend enrichment classes at least two times a week, group sessions once a week and individual counseling every two weeks.

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THE WELLS CENTER's intensive evidenced-based community post-release program will be a major component in helping to reduce the rate of recidivism in the community.

FUNCTION (5 POINTS)

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

Since 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 underserved 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 strategic objectives.	30	0.00 %
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.	30	100.00 %
Mentor Coordinator	Holds weekly/biweekly 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.	20	100.00 %
Success Coach	Provide assistance in helping participants achieve	10	0.00 %

	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 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 %

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 A. Wells	Executive Director	\$0.00	0.00 %
Bob Summers	Chairman, Board of Directors	\$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						
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
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Executives/Managers						
Professionals					2	
Technicians					1	
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp						

D.8.

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

BOARD OF DIRECTORS.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 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. Therefore, THE WELLS CENTER is requesting funds to continue its mentoring component and to hire a part-time program director to assist the uncompensated executive director with securing the flow and success of the CATCH evidence-based post-release community program.

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?

Participants must live in the community of Winston Salem/Forsyth County and be an offender. Participants are accepted from the community, jail, prison, courts, probation, referrals and community walk-in's.

E. Cost Effectiveness

Case Id: 11054

Name: THE WELLS CENTER, INC. - 2021/22

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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 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$45,000.00	\$30,000.00	\$58,000.00
Fundraising	\$0.00	\$0.00	\$8,000.00
Management and General	\$8,000.00	\$5,000.00	\$12,000.00
Total Expenditures by Program	\$53,000.00	\$35,000.00	\$78,000.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$2,500.00	\$22,500.00	\$38,500.00
Employee Benefits	\$0.00	\$0.00	\$0.00
Facility Rent and Utilities	\$3,600.00	\$1,155.00	\$9,240.00
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	\$18,980.00	\$6,000.00	\$18,980.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$32,080.00	\$32,855.00	\$73,720.00

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	\$20,000.00
Forsyth County	\$0.00	\$5,000.00	\$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

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	\$40,000.00
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	\$41,800.00	\$105,000.00

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

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 a shelter. The availability of safe 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
Volunteer Mentor Coordinator	\$2,500.00	\$85,000.00	Donations; Foundations
Direct Client Needs	\$7,500.00	\$0.00	

Part-time Program Director	\$10,000.00	\$0.00	
	\$0.00	\$0.00	
	\$20,000.00	\$85,000.00	

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.

THE WELLS CENTER has expanded its Women In Transition program services to include and provide an evidence-based community post-release program, CATCH, in addition to existing pre-release program at the Forsyth Detention Center and mentoring component.

THE WELLS CENTER's extension of providing a evidence-based post-release community program, for formerly incarcerated women, identified as CATCH (Changing Attitudes To Change Habits.) CATCH is an integrated approach to meet the treatment, health, and behavior needs of women offenders who have experienced trauma. CATCH interrelated parts will restore the participants to wholeness. CATCH provides personal enrichment courses, group and individual form, mentoring, court liaison, success coaching and a educational tutor to assist participants who did not complete high school to achieve their GED diploma. This expansion of providing a community post-release service program will cause a surge in the number of women THE WELLS CENTER will serve. For this reason, THE WELLS CENTER is requesting increased funding for the use of providing direct client needs for the expected increased number of participants that will be served. Moreover to hire a needed part-time program director, to manage program operations and to assist the non compensated executive director.

THE WELLS CENTER is seeking funds to continue its mentor coordinator position, recruiter, trainer, and overseer of community volunteer mentors. In addition, to the mentor coordinator position, THE WELLS CENTER is seeking funds to hire a part-time program director to oversee and manage day to day program operations, mentoring program, client course scheduling, transportation scheduling, client needs, conduct routine assessments of client's participation performance and environmental adjustment, etc. Due to THE WELLS CENTER's provision of its post-release CATCH program, the number of women to be served will increase. Therefore the need for a program director is essential for the the operational success of the program. THE WELLS CENTER is also asking for funds for direct client expenses/needs.

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 is making a request for increased funding.

THE WELLS CENTER has expanded its pre-release and mentoring program for women in transition to include a post-release community program, CATCH (Changing Attitudes To Change Habits.) For the reason of program expansion THE WELLS CENTER is requesting an increase of funding that will assist in adding a part-time program director. The CATCH program will open the door to serving more women offenders as they transition back into the community. Therefore the requested increase of funds will allow THE WELLS CENTER to provide essential needs to a greater number of

participants.

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 received, although it will impact the overall success of the program for its participants and the operation of the The Women In Transition post-release program, THE WELLS CENTER will continue its mission. The identified important resources for a challenging population staying crime free will impact the recidivism rate negatively.

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. The only plan conceivable is that the executive director will take on the responsibility of managing the program in addition to other duties which would be overwhelming due to working full-time, as a chaplain, at Forsyth Jail & Prison Ministries.

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:	\$20,000.
Number proposed to be served for the year:	Up to 220
Average City funds per beneficiary:	\$50
Proposed funds from all sources:	\$105,000.
Number proposed to be served for the year:	up to 220
Average total funds per beneficiary:	\$525

F. Required Documents

Completed by thewellscenter@gmail.com on 11/19/2020 6:53 PM

Case Id: 11054

Name: THE WELLS CENTER, INC. - 2021/22

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

10789_TWC_BOD and Staff Code of Ethics.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

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11054
Name: THE WELLS CENTER, INC. - 2021/22
Address: *No Address Assigned

Completed by thewellscenter@gmail.com on 11/19/2020 6:55 PM

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 6:56 PM

Case Id: 11054

Name: THE WELLS CENTER, INC. - 2021/22

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: 11054

Name: THE WELLS CENTER, INC. - 2021/22

Completed by thewellscenter@gmail.com on 11/19/2020 6:55 PM

Address: *No Address Assigned

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 6:56 PM

Case Id: 11054

Name: THE WELLS CENTER, INC. - 2021/22

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 11/19/2020 6:56 PM

Case Id: 11054

Name: THE WELLS CENTER, INC. - 2021/22

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 11/19/2020 6:56 PM