

A. Organization & Contact Information

Case Id: 11119
Name: The Salvation Army City/ESG - 2021/22
Address: *No Address Assigned

Completed by melissa.burgess@uss.salvationarmy.org on 11/5/2020 3:29 PM

A. Organization & Contact Information

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

A.1. Organization Name

The Salvation Army

A.2. Project/Program

ESG/City

A.3. FY 2021-22 Funding Request Amount

\$18,982.00

A.4. Agency's Total Operating Budget

\$7,558,210.00

A.5. Mailing Address

P.O. Box 1205 Winston-Salem, NC 27102

A.6. Project/Program Location Address

1255 N. Trade Street Winston-Salem, NC 27101

A.7. Organization Website

www.salvationarmyws.org

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

1955

A.9. Organization Fiscal Year

Oct.1-Sept. 30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Andrew Wiliey, Area Commander

A.13. Email

andrew.wiley@uss.salvationarmy.org

A.14. Phone

(336) 245-2070

CONTACT

A.15. Name, Title

Melissa J. Burgess

A.16. Email

melissa.burgess@uss.salvationarmy.org

A.17. Phone

(336) 722-9597

BOARD CHAIR

A.18. Name

Jack Sutton

A.19. Term Expiration

01/01/2021

A.20. Email

jack@ymplumbing.com

A.21. Phone

(336) 919-0397

Printed By: Rene Williams on 12/12/2020

B. Project Overview

Completed by melissa.burgess@uss.salvationarmy.org on
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B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

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

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

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

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

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

B.3. 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

40

Maximum Number of Participants to Be Served at a Single Time

54

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

300

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.

Average daily occupancy is 40 individuals since early March of this year 2020. We are licensed for up to 90 individuals. However, due to COVID19 and following the CDC's guidelines the amount of individuals that we can normally serve has been adjusted due to the space limitations. Our maximum capacity that we can currently serve in the shelter as I am writing this is 54(individuals), safely and within CDC guidelines.

On average we serve 400 unduplicated participates annually. However, due to the ever changing guidelines that number will need to be adjusted to 300.

The Salvation Army serves the following:

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

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

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

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

COLLABORATION (6 POINTS)

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

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

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

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

Prior to Covid-19, Insight Human Services worked onsite at The Salvation Army Center of Hope to obtain referrals for assessments and treatment. Insight has developed a procedure for the referral and assessment process in order to provide timely, appropriate and accessible services to individuals in need. 90% of individuals referred from a strength based case manager are seen within 48 hours of the time they make the appointment for their assessment, and 100% are seen within seven days. Insight provides a Comprehensive Clinical Assessment that assesses strengths and needs in multiple life domains. Based on the assessment, Insight offers a variety of treatment levels that utilize evidence-based treatment models, including the MATRIX Manual, Motivational Interviewing, Cognitive Behavioral Therapy, and Relapse Prevention treatment. All treatment services are provided by a licensed or credentialed clinician. Additionally, Insight provides medical services provided by licensed nurses, a psychiatrist, and other medical professionals. However, as a direct result of Covid-19 we were no longer able to maintain this collaborative relationship as both parties have had to take a hard look at how to move forward safely with providing on site services to our location.

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):

Economic Vitality and Diversity

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

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

PERFORMANCE (15 POINTS)

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

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

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

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

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

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

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
Provide emergency shelter and food to homeless families with children and single woman.	Provide shelter, three meals a day and other essential and supportive services to include transportation, clothing, supplies, life skills classes/workshops and Case management.	Maintain steady occupancy with 16,534 shelter nights.	Maintain steady occupancy with projected 15,000 shelter nights with more than 50 households and 200 individuals.	Maintain steady occupancy with projected 15,000 shelter nights with more than 50 households and 200 individuals
Offer strength based Case Management and services to residence necessary to move them into permanent housing and self sufficiency	Referrals to coordinated Intake Center for housing, assisting with those that do not qualify for housing assistance ; two case management meetings each month which each household and other referrals to other community resources and partners.	We offered Case Management services to 242 unduplicated households	We project case management services for more than 50 households and 250 individuals.	We project case management services for more than 200 individuals.
Reduce length of stay by stabilizing families and individuals and exit residents into permanent housing as soon as possible.	We seek to stabilize our residents by helping them form strong connections with community resources, equipping them through our	Average length of stay is 60 days.	Average length of stay is 60 days	Average length of stay is 60 days

	certified Life Skills program so they can reach self-sufficiency and retain.			
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	242	242
FY 20-21 Current Year Projected Results	300	250
FY 21-22 Next Year Anticipated Results	300	300

C.6. FY 19-20 Program Accomplishments

Program Accomplishments: Successful pilot and integration of both the Diversion and Life Skills classes and programs. Dissolving the BOP contract has afforded The Center of Hope a way to create enrichment spaces for shelter residents, and allowed for the centralization of The Salvation Army administration. The Center of Hope, provided 16,534 nights of lodging, a new Shelter Director named, Melissa Burgess, reached a balance budget for the organization, significantly cut food costs by establishing a broader partnership with Second Harvest, and transitioned our food pantry to a client choice.

C.7. FY 21-22 Key Objectives

All clients will have access to strength based case management and a greater connection to services, onsite service delivery will be expanded, multi phased renovations continue at The center of Hope, continue to decrease the length of shelter stay; continue to seek funding for increased services as listed above; continued organizational engagement on the COC and supporting councils. However, our greater focus has shifted greatly to ensure that we are providing all of the services and remaining engaged within our COVID19 world. Careful navigation in the way we continue providing services is a certainty so that we are doing our best to prevent the spread of COVID-19 to some of the most vulnerable population within 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?

Mission Statement:

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

For 113 years, The Salvation Army has been serving families and individuals in need in the Greater Winston-Salem area. That service includes providing shelter to people facing homelessness who have nowhere else to turn. The Salvation Army Center of Hope is the only family emergency homeless shelter in Forsyth County. It provides a safe harbor for single mothers, single fathers, parents with children, and single women. Dedicated case managers craft individual plans for success for each resident, connecting them with the services they need to return to permanent housing and self-sufficiency. While they are in residence at the shelter, they and their children are given sanctuary in a caring, compassionate environment where they can take the time they need to rebuild their lives.

In the fourth quarter of 2018, The Salvation Army moved all of its social services programs to the Center of Hope including emergency assistance for families in a household crisis, a local self-select food pantry for families that are food insecure, housing services for families and veterans, and classes teaching Life Skills.

The Salvation Army Boys & Girls Clubs have served children from financially challenged families for more than 80 years. The clubs educate and inspire our youth with education programs, character development, arts, crafts, athletics, and great fun. Their affordable after school and summer camp programs give parents the peace of mind of knowing their children are safe and secure in a caring environment.

In Forsyth, Davie, Yadkin and Stokes Counties, we provide Emergency Assistance for individuals and families' needs like rent, utilities, and food, and non-traditional needs like medicine, clothing, and emergency lodging. This assistance helps them avert a greater crisis like homelessness.

During times of local and regional disaster, we operate a mobile feeding unit, or canteen, that cares for survivors and first responders with food, hydration, and spiritual support. The canteen is capable of distributing 1,500 meals each day. After Hurricane Dorian we served 26,289 Meals · 32,986 Drinks · 10,488 Snacks · Emotional and Spiritual Care to 1,251 people 9,448 hours of employee and volunteer service. We have served survivors of every major national disaster since 1900.

Each Christmas season, The Salvation Army Angel Tree and Stuff a Stocking programs provide Christmas gifts to

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children in need, serving over 4,500 children in 2019.

FUNCTION (5 POINTS)

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

Internationally since 1865, locally since 1907.

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

The Salvation Army, along with other shelter providers, is providing an essential service to over 500 community residents on any given evening. Homelessness has many impacts on local communities- Personal, Societal , Economic, and Environmental. These negative impacts on the homeless and the community at large are being minimized when organizations like The Salvation Army provide a safe, well run environment where the homeless find the help they need to change their circumstances, return to their own homes, and become productive residents in the local community. The Salvation army is providing a service to homeless families that no other organization is providing. We offer the only year round emergency shelter of families. On any given day, 30-50 homeless children and their families rely on services provided by The Salvation Army that offer emotional, physical, educational and spiritual components necessary for a healthy life. Because The Salvation Army is meeting this essential need for homeless families, The City of Winston-Salem is also meeting this essential need and does not rely on other neighboring cities and counties for help caring for homeless families in our community. The Salvation Army believes that the need to provide care to homeless families and individuals rest on our entire community. Through private and public partnerships like the one shared by The Salvation Army and the City of Winston-Salem, we are caring for , enabling and empowering homeless families to move beyond their current circumstance to a better future.

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
Shelter Director	Supervises and facilitate programs and services at The Center of Hope	40	0.00 %
Shelter Manager	Supervises Shelter staff and volunteers	40	0.00 %
Case Manager	Provides Strength Based Case Management and follow-up for residents /refers residents to CIC	40	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
Majors Andrew and Hazel Wiley	Area Commanders	\$0.00	0.00 %
Melissa Burgess	Shelter & Facilities Director	\$0.00	0.00 %

D.6. Attach an organizational chart



Organizational Chart *Required

Organizational Chart August 2020.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 Winston-Salem Area Command participates in the United States Department of Labor's Affirmation Action Program (AAP) for three departments including: Area Command, Self-select Food Pantry, and Center of Hope Kitchen/Feeding Program.

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

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

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

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		1		3	3	
Professionals	1			1		
Technicians						
Office/Clerical		1		2	2	
Laborers/Service Workers		2			7	
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						
Technicians						
Office/Clerical				1		
Laborers/Service Workers		7		1	11	
Total Part-Time/Temp						

D.8.



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

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

9

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

9

ABILITY (5 POINTS)

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

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

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

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

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

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

E. Cost Effectiveness

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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	\$5,182,445.00	\$5,182,445.00	\$5,182,445.00
Fundraising	\$2,121,966.00	\$2,121,966.00	\$2,121,966.00
Management and General	\$255,410.00	\$255,410.00	\$255,410.00
Total Expenditures by Program	\$7,559,821.00	\$7,559,821.00	\$7,559,821.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$1,432,660.00	\$1,432,660.00	\$1,432,660.00
Employee Benefits	\$524,457.00	\$524,457.00	\$524,457.00
Facility Rent and Utilities	\$294,499.00	\$294,499.00	\$294,499.00
Training and Conference Registration	\$14,100.00	\$14,100.00	\$14,100.00
Membership and Dues	\$7,880.00	\$7,880.00	\$7,880.00
Travel and Transportation	\$94,845.00	\$94,845.00	\$94,845.00
Grants to Individuals and Organizations	\$2,723,263.00	\$2,723,263.00	\$2,723,263.00
Contracted Fundraising Services	\$16,000.00	\$16,000.00	\$16,000.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$46,541.00	\$46,541.00	\$46,541.00
Other Operating Expenditures	\$2,356,656.00	\$2,356,656.00	\$2,356,656.00
Capital Outlay	\$48,920.00	\$48,920.00	\$48,920.00
Total Expenditures by Category	\$7,559,821.00	\$7,559,821.00	\$7,559,821.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$145,259.00	\$145,259.00	\$145,259.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$95,863.00	\$95,863.00	\$95,863.00
Federal Government	\$70,250.00	\$70,250.00	\$70,250.00
Admissions/Program Revenues/Sales	\$113,600.00	\$113,600.00	\$113,600.00

Memberships	\$37,000.00	\$37,000.00	\$37,000.00
Donations	\$2,211,923.00	\$2,211,923.00	\$2,211,923.00
Foundation Grants	\$62,875.00	\$62,875.00	\$62,875.00
Interest and Investment Income	\$100.00	\$100.00	\$100.00
Parent Organization	\$23,998.00	\$23,988.00	\$23,988.00
Other	\$4,798,953.00	\$4,798,953.00	\$4,798,953.00
Total Revenues by Category	\$7,559,821.00	\$7,559,811.00	\$7,559,811.00

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

United Way \$604,200.000 , Mail Appeal appropriation 1, 550,665.00, United Fund Stokes \$ 7,600.00

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
2020	ESG/CITY	\$18,982.00
2020	ESG COVID	\$3,828.00
2020	ESG STATE	\$25,734.00
2019	ESG City	\$23,002.00
2019	ESG State	\$20,963.00
2019	RRH & PSH	\$24,997.00
2019	RRH & PSH State	\$2,997.00
2018	FAST	\$99,640.00
2017	COC RRH	\$96,814.00
2017	ESG STATE	\$21,235.00
2017	FAST	\$50,482.00
2016	RRH/PSH	\$96,814.00
2016	ESG City	\$24,388.00
2016	HUD SHP PH	\$61,085.00

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
City / ESG	\$18,982.00	\$537,350.00	United Way, EFSP, ESG, Donors
	\$18,982.00	\$537,350.00	

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 Salvation Army is requesting City ESG funding totaling \$18,982.00 for shelter operations including space costs, supplies, food, utilities, insurance, and upkeep.

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.

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

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.

NA

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.

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

BARRIERS (3 POINTS)

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

Since March 2020 and the announcement of the Corona virus we have been living in a time and era never, ever imaginable. We have had many challenges, obstacles and hurdles all the while continuing to provide shelter for some of the most vulnerable population during this pandemic. We have never stopped any of the services that we provide. However, rethinking of how to and putting into place new safety measures that protect the employees as well as the population that we serve. Several months of daily calls with the CoC, CiC, and partnering agencies have aided with helping find new creative ways and solution while trying to provide shelter and other services. Several of our

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

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

Since early March of 2020 and the erection of COVID19 as we know it today it has brought about uncertainties to the magnitude no one could have ever prepared for. Through the guidance of our local, state, and the CDC's guidelines we have been able to provide uninterrupted services since the onset of the pandemic. Through lots of patience, education, support from our community and other intities through out the CoC we have managed to climb the mountains together. I believe that a "barrier" has taken on a new word and it is called "uncertainty".

The Salvation Army will continue to be here for our community and provide for the eminent needs such as emergency shelter, food, and basic necessities to aid with overcoming ones personal barriers. With continuous and updated training for all staff we are anticipating no changes that we have already prepared for.

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:	\$18,982.00
Number proposed to be served for the year:	300
Average City funds per beneficiary:	63.27
Proposed funds from all sources:	537,350.00
Number proposed to be served for the year:	300
Average total funds per beneficiary:	1791.66

F. Required Documents

Completed by melissa.burgess@uss.salvationarmy.org on
11/5/2020 4:01 PM

Case Id: 11119

Name: The Salvation Army City/ESG - 2021/22

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Ethics & Conduct.pdf

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

WinstonSalem__Final_2019_Corps_990.pdf

Organization By-Laws *Required

By-Laws.pdf

Organizational Chart August 2020.xlsx

Articles of Incorporation *Required

21328_Articles of Incorporation and By-Laws.pdf

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

National Uniform Accounting Policy and Procedures Manual 09.17.pdf

Anti-Discrimination Policy.pdf

Organizational Chart August 2020.xlsx

IRS 501(c)3 Designation Letter *Required

Tax exempt certificate-501 c3 dated February 2017.pdf

Audited financial statements or a third-party review *Required

WinstonSalem__Final_2019_External_Audit.pdf

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

***Required**

NC Secretary of State-Evidence of Active Status of Corporation.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11119
Name: The Salvation Army City/ESG - 2021/22
Address: *No Address Assigned

Completed by melissa.burgess@uss.salvationarmy.org on 11/20/2020 3:23 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 melissa.burgess@uss.salvationarmy.org on
11/20/2020 3:23 PM

Case Id: 11119

Name: The Salvation Army City/ESG - 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

Completed by melissa.burgess@uss.salvationarmy.org on 11/20/2020 3:23 PM

Case Id: 11119

Name: The Salvation Army City/ESG - 2021/22

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 melissa.burgess@uss.salvationarmy.org on
11/20/2020 3:23 PM

Case Id: 11119

Name: The Salvation Army City/ESG - 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 melissa.burgess@uss.salvationarmy.org on
11/20/2020 3:25 PM

Case Id: 11119

Name: The Salvation Army City/ESG - 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.

Melissa J. Burgess

Electronically signed by melissa.burgess@uss.salvationarmy.org on 11/20/2020 3:25 PM