

A. Organization & Contact Information

Case Id: 11106
Name: Salvation Army Social Services 2020 - 2021/22
Address: *No Address Assigned

Completed by robin.stone@uss.salvationarmy.org on 11/17/2020
4:45 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

Senior Center

A.3. FY 2021-22 Funding Request Amount

\$50,000.00

A.4. Agency's Total Operating Budget

\$7,599,821.00

A.5. Mailing Address

1255 North Trade Street Winston-Salem, NC 27101

A.6. Project/Program Location Address

2850 New Walkertown Road Winston-Salem, NC 27105

A.7. Organization Website

www.salvationarmyws.org

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

1927

A.9. Organization Fiscal Year

2021

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Major Andrew Wiley, Area Commander

A.13. Email

andrew.wiley@uss.salvationarmy.org

A.14. Phone

(336) 245-2070

CONTACT

A.15. Name, Title

Robin Stone, Director of Development

A.16. Email

robin.stone@uss.salvationarmy.org

A.17. Phone

(336) 245-2080

BOARD CHAIR

A.18. Name

Jack Sutton

A.19. Term Expiration

01/31/2021

A.20. Email

jack@ymplumbing.com

A.21. Phone

(336) 918-0397

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B. Project Overview

Completed by robin.stone@uss.salvationarmy.org on 11/17/2020
4:44 PM

Case Id: 11106

Name: Salvation Army Social Services 2020 - 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 Salvation Army CiVIC Senior Center serves as a gateway to the area's aging network—connecting older adults to vital community services that can help them stay healthy and independent. The Senior Center offers a wide variety of programs and services, including opportunities for volunteer and civic engagement, social and recreational activities, educational programs, exercise classes, and day trips to participants 60 and over. Only in its fourth year, the Senior Center was established to serve residents living in 13 neighborhoods in northeast Winston Salem as there was a lack of programming specifically designed around the needs of seniors in that geographic area. Attending other community senior programs located outside this geographic area was a challenge due to transportation. This Senior Center is centrally located on New Walkertown Road and offers free transportation assistance in the form of passes for WSTA services to and from the center.

Goals/Objectives:

1. Residents will increase physical activity levels. This will be accomplished through appropriate exercise and fitness activities.
2. Residents will have access to fresh and healthy food, as well as opportunities to expand practical knowledge of nutritious food preparation. Regular seminars are scheduled that provide education about safe food preparation techniques, healthy food choices, and how diet affects health outcomes. Participation in the center garden provides access to fresh fruits and vegetables.
3. Senior residents will have reduced social isolation through regular interaction and connections within their community. We offer programming at our center, and at locations within the surrounding community. Residents meet and make new friends through regular physical activities, fields trips, engaging in crafts and board games and each day a lunch is served to promote fellowship.
4. Seniors will have access to a variety of community resources. Through numerous partnerships throughout our community we are able to connect seniors to the resources they need.

An important goal of The Salvation Army is to continue to promote this incredible program to the surrounding neighborhoods and beyond so more residents have the opportunity to participate. We are also committed to continuous improvement of the program.

On this final goal, we have been without a full time director of the senior program for the past year. Although the programming has continue to thrive, even in the midst of a pandemic, we need a full time director. A full time position will be able to expand the vital networking and marketing efforts needed to continue the high level of programming. We are seeking funds to support the hiring of a full time director and offset some of the costs to manage the facility.

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

The Senior Center is centrally located at 2850 New Walkertown Road in the heart of 13 neighborhoods in northeast

Winston Salem. Through various methods of marketing, we invite residents to join us at that location for regularly scheduled activities. Marketing includes direct mail, email and flyers distributed at local recreation centers, churches, service providers and popular businesses. We provide free WSTA passes for rides to and from the facility. We do have members that drive and offer ride sharing and many residents have family members that support their attendance by providing transportation. For field trips, we provide safe, reliable transportation. As residents become members, we use their personal contact information to reach out directly. We have staff at the facility before, during and after activities to ensure that residents can have access to scheduled events. We capture statistics, use surveys and talk directly with members and member consultants to ensure that they are experiencing physical and emotional benefits from the activities. We have personally observed many improvements in health as members have moved from walkers to canes to walking on their own. We connect members to community resources including health related organizations to help with senior related challenges and have seen improvements and members have shared their successes. One of the greatest benefits for family members is that we can reach out to them if we experience any mental or physical concerns or appearance when members are engaged in activities. We have over 200 members and last year served 266 unduplicated residents which is a testament to the success of the program and its benefits.

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

30

Maximum Number of Participants to Be Served at a Single Time

50

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

266

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.

Our target population is men and women 60 years and older residing in 13 neighborhoods in northeast Winston-Salem. When developing this program, we recognized that there was not a structured and accessible approach to supporting seniors aging gracefully in place. Seniors were isolated in their homes which adversely affected their physical and mental capabilities. Our target clients are primarily retired and living alone or with a family member and economically challenged. We primarily serve African American women from the geographic area but the program is open to any senior and we have members from throughout the community.

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.

In the 13 neighborhoods that comprise northeast Winston Salem there is no Senior Center or any regular programming where seniors can enhance existing skills and build new ones through educational programming. At The Salvation Army Senior Center there are abundant opportunities for increased physical activity at the center, and evidence-based health promotion programs offered regularly. Wellness programming offers information about health conditions, effective

prevention and management strategies for dealing with chronic conditions, and screenings for conditions such as osteoporosis, high blood pressure, fall risks, anxiety, and depression. This will enable residents to better manage and improve their health conditions. The senior center is located in a food desert, and the garden offers residents a wonderful opportunity to increase their access to fresh, healthy foods. Many of our gardeners have brought their knowledge home, either starting or expanding home gardens for their families. Nutrition seminars provide relevant information to help seniors incorporate health food choices into their everyday lives that can improve health. Seniors will experience increased social interaction through activities such as cards, games, and weekly social lunches providing interaction for area seniors. Day trips allow seniors with limited transportation options to visit historical, cultural, and entertainment venues with their peer's. This results in reduced isolation and increased feelings of well being. In 2019/2020 fiscal year we tracked 100 regular senior members for reduced isolation and found that 83 reported positive results. Also, we tracked 100 regular senior members for increased social interaction and found that 71 reported positive results.

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 Senior Program has collaborative partnerships with the City of Winston Salem Recreation Department and additional recreational activities at city facilities, Grace Presbyterian Church for craft and educational sessions, Cardinal Innovations Healthcare for health related education, Winston Salem State University REACHE program for health and physical therapy, Wake Forest Baptist Health for health education, Mental Health Association in Forsyth County for mental health and wellness education and screenings, Crisis Control Ministries for collaborative educational programming, Forsyth County Cooperative Extension for support with our Senior Garden Club, United Way of Forsyth County to connect to community resources, Neighbors for Better Neighborhoods connections to local resources, Red Dog Gallery for art projects and a host of other partners. We are always open to any and all resources that have educational and physical activities of interest to seniors and interesting locations for fields trips.

The Senior Program was designed by and for the senior members and we have regular volunteer members that serve as consultants on new programs and evaluation of current programming. Regular surveys are distributed to gain feedback on the effectiveness of each activity and program and new ideas for future programming. The staff keeps regular statistics on attendance and feedback to ensure the program continues to offer the highest value to the members.

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

Completed by robin.stone@uss.salvationarmy.org on 11/20/2020
11:59 AM

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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):

Healthy Environment

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.

All participants at regular programs are required to complete either a membership form or guest waiver. These forms collect data on age, gender, and residence. Attendees are required to sign in for each activity to document participation and outputs. We regularly provide surveys at the conclusion of activities to gain feedback from members and guest. We have regular members that serve in an advisory role and provide input into new activities and feedback on existing activities. Most of our senior members have no hesitation in sharing their true thoughts and feelings about activities and we love that about them and encourage their input.

All of our activities, education and nutrition is focused on achieving the goals we have set and we have been successful in achieving those goals each year. Our program is evaluated continuously so if we have concerns with any of those goals we will review with internal staff and our member advisory and implement necessary changes to meet goals.

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Funders often require end of year reporting results that is outlined in an memorandum of agreement and we make arrangements to collect and report on those requirements.

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 Salvation Army maintains a statistical database for all programs where specific program results including attendance at specific activity, number of activities, feedback, meals served, etc. are entered on a monthly basis and reviewed quarterly. Review is at the local level with program directors, their supervisor and our Area Commanders (Executive Directors). In addition, all participants at regular programs are required to complete either a membership form or guest waiver. These forms collect data on age, gender, and residence. Attendees are required to sign in for each activity to document participation and outputs. We regularly provide surveys at the conclusion of activities to gain feedback from members and guest.

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
Senior residents will have reduced social isolation through regular interaction and connection with their community.	Weekly programming will include physical activities, and social and/or educational activities	197 unduplicated members and guests attended an activity. 80 out of 100 seniors achieved positive well-being and reduced isolation. 71 out of 100 seniors achieved increased social interaction. 37 out of 50 seniors report an increase in healthy lifestyle behaviors. 50 out of 50 seniors participated in health education seminars. 25 out of 25 reported an increase in access to fresh and healthy foods.	Due to the Coronavirus pandemic and executive orders, our projected results are: 60 out of 75 seniors will report positive well-being and reduced isolation. 30 out of 40 seniors will report an increase in healthy lifestyle behaviors. 40 unduplicated seniors will participate in health education and skills development.	Anticipating the pandemic is under control and attendance is back to normal - 210 unduplicated members and guests attend an activity. 90 out of 110 seniors achieve positive well-being and reduced isolation. 81 out of 110 seniors achieve increased social interaction. 50 out of 75 seniors report an increase in healthy lifestyle behaviors. 70 out of 70 seniors participate in health education seminars.

				30 out of 30 report an increase in access to fresh and healthy foods.
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	197	266
FY 20-21 Current Year Projected Results	210	250
FY 21-22 Next Year Anticipated Results	220	260

C.6. FY 19-20 Program Accomplishments

This year we added new, fresh programming in the form of line dancing, chair yoga and drumming and all three have waiting lists for classes. Drumming incorporates mental discipline and allows participants to express their creativity and develop skills in social and emotional development and its fun!

When the pandemic and executive orders for mandatory stay at home closed the club temporarily, The Salvation Army was able to transition to at home well being visits delivering food and needed items to senior members including some physical activity outside. Food boxes included helpful tips on combatting this new isolation. Once orders were lifted, our seniors demanded we re-open and we implemented all the recommended safety precautions. Their enthusiasm is a testament to the program as many expected that seniors would be too fearful to return. Just the opposite - our members shared that they needed the activities to continue feeling alive!

We suspended in-person lunches and transitioned to healthy, nutritious "to-go" meal boxes to ensure that members continued their healthy behaviors several times per week. Many of our members use our local food pantry regularly to have access to fresh and healthy food and supplement their income.

Team meetings online helped us to stay in contact with members and continue offering information on health conditions, effective prevention and management strategies for dealing with chronic conditions.

C.7. FY 21-22 Key Objectives

To hire a full time paid director who can give leadership to the total function of the center. The Senior Center Director will plan and execute all programming and activities, network in the community for associated resources, recruit and retain senior members and be an asset to all who visit the facility.

Maintain existing members and recruit new memberships.

Offer programming specifically designed for residents 60 years and older with an emphasis on physical and mental health and reducing social isolation.

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.

Established in Winston-Salem in 1907, The Salvation Army today provides services to approximately 30,000 people each year. Serving Forsyth, Davie, Stokes, and Yadkin Counties.

These services include feeding programs, serving over 100,000 meals and offering two food pantries serving over 200 families and individuals per week. Emergency Assistance services also include payments and/or vouchers for utilities, rent, emergency travel, and non-traditional assistance like car repairs.

The Salvation Army Center of Hope houses the only family emergency homeless shelter in Forsyth County, providing shelter to single women, single mothers, single fathers, and parents with children.

We operate a Boys & Girls Club, serving around 200 children with after school programs and summer day and sleep away camps. With over 90% of members improving academically each year.

Worship services are offered at two locations in English, Spanish, and Korean.

Emergency Disaster Services are offered locally and regionally as needed. The Salvation Army of Greater Winston-Salem is on standby for deployment with its Mobile Feeding Unit to serve in the aftermath of manmade and natural disasters.

Each Christmas season, The Salvation Army Angel Tree and Stuff a Stocking programs provide Christmas gifts to thousands of children in need in all four counties.

Specific to this program request is The Salvation Army Senior Center on New Walkertown Road which serves as a gateway to the area's aging network—connecting older adults to vital community services that can help them stay healthy and independent. The Center offers a wide variety of programs and services, including opportunities for volunteer and civic engagement, social and recreational activities, educational programs, exercise classes, and day trips to participants 60 and over.

Several years ago we recognized that seniors living in 13 neighborhoods located in northeast Winston Salem did not have easy access to programs designed by and for them. Trust and transportation were two major barriers to programs located in other parts of Winston Salem. Working with community partners and residents, we developed a senior program in their neighborhoods where area seniors can enhance existing skills and build new ones through educational programming and evidence-based health promotion programs. Our facility has a large dining room and gymnasium that is perfect for social interactions and physical activities. The joy for us is watching the new friendships develop, physical health improve and the fierce competitiveness of residents when engaging in physical activities like chair volleyball or bingo. Most of our members spent the majority of their day at home alone before the Senior Center opened.

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FUNCTION (5 POINTS)**D.2. How long has your organization been in operation?**

The Salvation Army organization was founded in 1865 and has served nationally and internationally for 155 years. The Salvation Army of Greater Winston Salem began serving in 1907 and is in its 113 year.

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

For over 113 years, The Salvation Army has been an important part of the City of Winston-Salem and surrounding communities in Forsyth, Davie, Yadkin and Stokes County. We have a long standing reputation that if you are in need, The Salvation Army will help. We offer a wide variety of services including shelter for the homeless, food for the hungry, financial assistance for rent, utilities and non-traditional needs, extremely affordable day care for students focused on education, disaster services and Christmas support. The Salvation Army continues building strong partnerships with a wide variety of service providers and resources in our community. When someone comes to us and has a need and we do not offer that service or program, we connect them to an agency that can help. We make the call, set up appointments and make sure they have transportation to the location. Over many years, community residents have come to trust The Salvation Army and often reach out for advice, information and sometimes just encouragement when they are troubled or in crisis. The entire staff is compassionate and caring and want to help. We offer a variety of volunteer activities for residents that want to get engaged in serving their community and for court-appointed community service. We are humbled and proud to be serving our community and look forward to many years ahead.

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
Senior Program Manager	Program oversight including planning and executing all activities including exercise, education and social activities, fields trips and meals. Networking with community resources to partner on activities, education and as referral sources of additional services needed.	40	100.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
TBD	Director of Senior Center	\$39,000.00	100.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

Organizational Chart 2020.pdf

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 Salvation Army hiring process structure is as follows:

All open job positions must be posted on The Salvation Army Careers website (with the exception of those positions whereby a current Salvation Army employee is in consideration for a position involving a promotion within the same Unit/Command) or those positions that will last three days or less.

Other external job boards may be used as well to post positions (CareerBuilder, Indeed, etc.)

Applicants must apply for open positions via the TSA Careers website.

All job advertisements should be posted for a period of (3) business days. This time frame may be extended to obtain additional applications/resumes when necessary.

All job positions must be posted on the applicable State Department of Labor website, with the following exceptions: jobs that are either for executive and top management positions; jobs that will last only three days or less; or jobs that will be filled from within the organization.

All job postings must include the following information at the end of the posting: All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability or veteran status. Once applications received, applicants will be considered who meet the minimum qualifications for the position that was stated on the job posting.

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						
Professionals						
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
Executives/Managers			1			1
Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers					1	
Total Part-Time/Temp						

D.8.

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

The Salvation Army Advisory Board Members 2020 RS.pdf

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

11

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

11

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 Salvation Army Senior Center has been operating for almost four years. The original plan and funding allowed for a full-time manager to oversee the program in its entirety along with part time support. A full time staff member allows opportunities for positive community networking and recruiting where part time support allows for program implementation only. We are seeking to replace a reduction in funding support that resulted in our temporary transition to managing the program with existing staff in a part time capacity. A Senior Center Director working part-time can manage developing, organizing and implementing activities but a full-time director can do so much more that is needed. A full-time director can maximize the centers budget, write and implement grants and network in the community to provide a wide variety of opportunities to senior members. The full-time director will have time to build meaningful relationships with senior program members and community advocates and resources. Upon receiving affirmation of funding, next steps would be to post the position and find a qualified candidate in a timely manner. We have experienced staff members that would continue to support the program and a new director.

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?

Anti Discrimination Policy: TSA strives to create and maintain a work environment in which all individuals are treated with dignity, decency and respect. The work environment should be characterized by mutual trust and the absence of intimidation, oppression and/or exploitation. TSA expects that all relationships among persons in the workplace will be business like and free of bias, prejudice and harassment. TSA will provide equal opportunity for employment and therefore prohibits and will not tolerate any discrimination. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices. Dept heads, Officers, and supervisors are responsible for implementing equal employment practices within each department/location, which includes preventing and eliminating discrimination. The HR Dept is responsible for overall compliance, and shall maintain personnel records in compliance with applicable laws and regulations. The policy of anti discrimination applies to all aspects of the relationship between TSA and its employees and applicants, including but not limited to: Recruitment, Employment, Promotion, Transfer, Training, Working conditions, Wages and salary administration. TSA strongly urges the reporting of all incidents of discrimination, regardless of the offender's identity or position. Individuals who believe they have experienced conduct that they feel is contrary to TSA policy should promptly file their complaints, orally or in writing, with their immediate supervisor or the HR Dept. Managers who receive a report/reports of discrimination are obligated to promptly report this information to their supervisor and to the HR Dept.

This complaint procedure does not preclude individuals who believe they are being subjected to discrimination from promptly advising the offender that his or her behavior is inappropriate and requesting that it be discontinued. TSA urges the prompt reporting of complaints so that rapid and constructive action can be taken. TSA Managers who become aware of potential violations of this policy through any means are obligated to promptly report this information to their supervisor and the HR Dept. TSA will listen to all complaints, investigate promptly and thoroughly with due regard for confidentiality, and quickly apply appropriate sanctions and/or corrective measures that will end any discriminatory behavior or activity. Employees are required to cooperate fully with any investigation of

discrimination. Investigation of a discrimination complaint may include, but is not limited to, interviewing the complaining party as well as other parties as needed to obtain sufficient information upon which to assess the situation. Confidentiality will be maintained throughout the investigatory process to the extent consistent with adequate investigation and appropriate corrective action. TSA will not retaliate against any employee who reports alleged discrimination or because of cooperation with any investigation. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases, or poor work assignments and threats of physical harm.

E. Cost Effectiveness

Case Id: 11106

Name: Salvation Army Social Services 2020 - 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	\$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

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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	\$23,998.00	\$23,998.00
Other	\$4,798,953.00	\$4,798,953.00	\$4,798,953.00
Total Revenues by Category	\$7,559,821.00	\$7,559,821.00	\$7,559,821.00

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

Other Revenues - United Way \$604200.00, United Fund of Stokes \$7600.00, Gifts in Kind \$2636488.00 (non-monetary), Mail appeal appropriation to each department \$1550665 (This is transfers between funds and departments that we include in our budget)

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	\$29,562.00
2020	ESG STATE	\$25,734.00
2019	ESG CITY	\$23,002.00
2019	ESG STATE	\$20,963.00
2019	RRF & 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
Senior Program	\$0.00	\$3,524.00	Piedmont Triad Regional Council Area Agency on Aging
Senior Program	\$0.00	\$63,700.00	United Way
Senior Program	\$0.00	\$1,400.00	Program Service Fees
Senior Program	\$0.00	\$4,623.00	Mail appeal appropriations
Senior Program	\$50,000.00	\$0.00	City of Winston Salem

	\$50,000.00	\$73,247.00	
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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 City resources will be used to pay the salary and benefits of a full-time Senior Center Program Director and offset a portion of facility expenses used in the execution of Senior Center programming.

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.

Gifts in Kind - Gifts in Kind received from donors provide food and supplies for the Senior Program.

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 Salvation Army Senior Program funding request is new. If our request for a full-time Senior Center Program Director is not funded, we will continue operating the program with current part-time staff. If it is funded partially, we can maintain a high quality program as we seek additional funding for a full-time director. We are hopeful that this funding request will be successful as we have witnessed the positive effect and outcomes of this program and the senior residents of northeast Winston Salem deserve the opportunity to have this program in their neighborhood.

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.

A full-time Senior Center Director will have the job responsibilities of managing their budget implementing cost effectiveness measures and to solicit funding. Potential funding sources would include grants, foundations, corporations and direct solicitations. A full-time position would allow the director sufficient time to build supportive and philanthropic resources to support all program expenses. The Salvation Army fully expects to continue a supportive funding relationship with the United Way of Forsyth County for partial expenses. They believe strongly in the necessity of this program in northeast Winston Salem and have personally experienced the positive outcomes. In addition, our Area Commanders Majors Wiley are committed to allocating a portion of fundraising revenue to continue implementation of this life-changing program.

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.

There is always the possibility that a Director candidate may not be available. The Salvation Army has a strong reputation as an employer and maintains excellent relationships with local colleges and employment resources and has enjoyed a sufficient pool of qualified candidates for open positions. In addition, we have full-time staff that is dedicating partial time to the program. They have experience and can continue to maintain the program until a candidate can be found.

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

If our new hire does not continue with the program during the designated time of funding received, we have part-time staff that will manage the program until the position is replaced.

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:	\$50,000.00
Number proposed to be served for the year:	100
Average City funds per beneficiary:	500.00
Proposed funds from all sources:	63,000.00
Number proposed to be served for the year:	110
Average total funds per beneficiary:	573.00

F. Required Documents

Completed by robin.stone@uss.salvationarmy.org on 11/16/2020
5:25 PM

Case Id: 11106

Name: Salvation Army Social Services 2020 - 2021/22

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Conflict of Interest and Code of 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

Articles of Incorporation *Required

Articles of Incorporation and By-Laws.pdf

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

Anti-Discrimination Policy Employees.pdf

Employee Manual.pdf

IRS 501(c)3 Designation Letter *Required

SA IRS 501c3.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: 11106

Name: Salvation Army Social Services 2020 - 2021/22

Address: *No Address Assigned

Completed by robin.stone@uss.salvationarmy.org on 11/20/2020
12:15 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 robin.stone@uss.salvationarmy.org on 11/20/2020
12:15 PM

Case Id: 11106

Name: Salvation Army Social Services 2020 - 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 robin.stone@uss.salvationarmy.org on 11/20/2020
12:15 PM

Case Id: 11106

Name: Salvation Army Social Services 2020 - 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 robin.stone@uss.salvationarmy.org on 11/20/2020
12:15 PM

Case Id: 11106

Name: Salvation Army Social Services 2020 - 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

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12:16 PM

Case Id: 11106

Name: Salvation Army Social Services 2020 - 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.

Major Andrew Wiley

Electronically signed by robin.stone@uss.salvationarmy.org on 11/20/2020 12:16 PM