

A. Organization & Contact Information

Case Id: 16221
Name: The Salvation Army - City - 2023/24
Address: *No Address Assigned

Completed by nickolas.ivey@uss.salvationarmy.org on 11/17/2022
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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 - City

A.2. Project/Program

The Center of Hope Family Shelter

A.3. FY 2023-24 Funding Request Amount

\$25,000.00

A.4. Agency's Total Operating Budget

\$6,974,979.00

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

Salvation Army

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

1955

A.9. Organization Fiscal Year

2023

A.10. Federal Tax ID Number

58-0660607

A.11. Federal DUNS Number

093808488

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Andrew Wiley, Area Commander

A.13. Email

andrew.wiley@uss.salvationarmy.org

A.14. Phone

(336) 245-2070

CONTACT

A.15. Name, Title

Melissa J. Burgess, Shelter Director

A.16. Email

melissa.burgess@uss.salvationarmy.org

A.17. Phone

(336) 448-1066

BOARD CHAIR

A.18. Name

Ken Carlson, Jr.

A.19. Term Expiration

01/31/2023

A.20. Email

kcarlson@constangy.com

A.21. Phone

(336) 721-6843

B. Project Overview

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B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

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

The Salvation Army Center for Hope is the only family homeless shelter in Forsyth County. The shelter has a capacity of 95 beds, thanks to recent renovations, and can easily provide emergency shelter for up to 90 days (or beyond depending on the circumstances). Our shelter is an active member of the Continuum-of-Care, an active participant in the Housing First model, and thoroughly invested in our residents moving to permanent housing. Our request from the state is for \$25,000 to assist with shelter operating costs (food, utilities, insurance, and equipment). Our goal is to provide over 14,850 nights of shelter to 165 different community members experiencing homelessness and move at least 65 heads of household to permanent housing (since our unit of measurement is the family, the total number of people moved to permanent housing will vary according to the variations in family size).

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

Upon entrance, potential residents are screened using problem solving and solutions focused conversation to determine eligible shelter prevention programs such as Diversion or Prevention. Then, eligibility is determined, according to HUD regulations, for potential residents to be verified as homeless or at-risk of homelessness. The regulations cover the following: first, an individual or family who lacks a fixed, regular and adequate nighttime residence. Second, an individual or family who will imminently lose their primary nighttime residence. Third, an unaccompanied youth under 25 years of age or families with children who do not otherwise qualify as homeless.

Fourth, they require some documentation: a picture ID, birth certificate (for children), and homeless verification (eviction notice, court order eviction document, or third-party verification). Fifth covers any individual who is fleeing (or is attempting to flee) domestic violence, has no other residence, and lacks the resources or support networks to obtain other permanent housing. Finally, there are federal limits on income which are based on family size, though for ESG the only relevant number is 30% of median.

After intake, the Housing First Model is implemented: residents are assigned a bed, closet for personal possessions, bedding and bath sets (per person), food and clean water, electricity, tubs and showers, laundry room, free Wi-Fi and internet connections, personal hygiene products, and access to donated items for the remainder of the stay. Residents are also required to attend New Residential Orientation (temporary living education). Within a week, residents meet with a Case Manager who uses a Strengths-Based Approach to formulate a Housing First case plan for permanent housing. Then, that Case Manager connects residents to the appropriate community supports, makes referrals to Rapid Rehousing, provides transportation, and explores available housing. Self-sufficient workshops are also provided to motivate residents towards permanent housing and independent living.

Initial feedback is gathered from residents in the form of questionnaires after they complete orientation so they can share their expectations. Then, residents can meet with staff where they can discuss current events at the shelter, offer suggestions, or address concerns. As they exit, residents talk about their experience at the shelter so that critical information can be gleaned. Finally, residents may also fill out grievance forms if they have a complaint about a situation, resident, or staff member.

Once permanent housing is located, the Case Manager and resident (or residents) prepare for the transition into permanent housing. They discuss future plans to maintain self-sufficient behaviors, personal growth, and community awareness. Finally, that Case Manager follows up with that or those former resident/residents within two months of moving out.

NEED (7 POINTS)

B.3. Describe the unmet need that the proposed project/program seeks to address. Include data supporting the need.

The Salvation Army's Center of Hope emergency family shelter addresses the needs of community members who lack income and housing. According to a 2022 Point-In-Time count, there were approximately 243 unsheltered people at any given time. Of course, that doesn't necessarily count people living in their cars, constantly moving between temporary lodgings with friends, etc. We provide emergency shelter, service linkage, food, and linen to people in these situations seeking assistance. We practice the Housing First model and strive diligently to move residents into permanent housing.

COLLABORATION (6 POINTS)

B.4. 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 Salvation Army of Greater Winston Salem collaborates with many other organizations via our participation in the Continuum-of-Care. This gives us insight and connection to various types of services concerning furniture, housing, direct assistance, other shelters, etc. The Continuum-of-Care allows us to be part of a larger group focused on coordinated assessment, planning, Point-In-Time counts, HMIS, services, best practices, oversight, etc. which is a major boon for our shelter and our residents since no one organization has the ability to address the entire community's need. We also partner with Atrium Health Wake Forest Baptist through their Mobile Health Clinic to provide medical care to residents.

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's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles 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):

Livable Neighborhoods

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. 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.

Our homeless shelter utilizes the Homeless Management Information System (HMIS) to track various types of data such as shelter performance related information (the amount of people and nights served), resident related information (such as demographics, assessments, outcomes, etc.), and service-related information (referrals, available resources, etc.). The Director of the shelter, along with the emergency shelter case manager, monitors our HMIS data daily and runs reports such as CAPERS as requested.

C.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.

The Salvation Army of Greater Winston Salem will track nights of shelter and numbers served through HMIS. The

shelter regularly runs at or near capacity and therefore we do not anticipate missing our goals (listed in C.5.), especially since we have expanded our capacity. The goals are also part of the identity of our shelter, as opposed to being goals for a new program. At the same time, we participate in weekly CoC meetings, and the Director of the shelter meets with the Executive Director (Major Andrew Wiley) weekly to provide operations updates. The pandemic has made us incredibly flexible with responding to emerging events and we take them in stride.

Regarding the stated program goals in C.5.: between COVID-19, RSV (flu), the rising cost of goods, and interest rates, it's been a challenge to have high confidence in a projection of future numbers served. What we do know is that we have expanded our capacity and the aforementioned issues are enough to create the circumstances to become unsheltered. Therefore, while we expect the total number served to continue increasing (as it has recently) we want to temper our stated program goal given the highly dynamic situation in the country (and world). This is the same idea behind tempering our heads of household transitioned. It's possible that we could serve multiple families of 9, which would count toward our total number served but would be only a few heads of household. Or we could serve smaller family sizes and see an increase in heads of household served.

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 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
Operate an emergency homeless shelter for families and individuals of all ages	Maintain, repair, and replace mission critical equipment and facilities as necessary (beds, door security, hot water heater, bathroom appliances, etc.).	Provided 11,000 nights of shelter to families/individuals experiencing homelessness.	Projected to provide 14,850 nights of shelter to families/individuals experiencing homelessness.	Provide 18,000 nights of shelter to families/individuals experiencing homelessness.
The Center of Hope Family Shelter will provide over 14,850 nights of shelter to 165 people.	Conduct intake within 24 hours for new residents. Provide a program plan within one week of intake. Provide security and food as needed.	100% (124 out of 124) received their intake and program plan within the designated timeframe.	We project that 100% (165 out of 165) will receive their intake and program plan within the designated timeframe.	100% received their intake and program plan within the designated timeframe.
Transition approximately 65 heads of household	Emergency Shelter Case Managers provides service	74 heads of household successfully	We project that 65 heads of household will successfully	65 heads of household will successfully

into permanent housing.	linkage for residents, reviews cases and plans, and coordinates with the CoC as necessary to ensure successful transitions.	transitioned to permanent housing.	transition to permanent housing.	transition to permanent housing.
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	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	64	124
FY22-23 Current Year Projected Results	80	165
FY 23-24 Next Year Anticipated Results	80	200

C.6. FY 21-22 Program Accomplishments

In FY21-22 we provided over 11,000 nights of shelter. We transitioned 74 heads of household into permanent housing.

C.7. FY 22-23 Key Objectives

The Center of Hope's family emergency shelter will provide 14,850 nights of shelter to 165 people experiencing homelessness. We will transition at least 65 heads of household to permanent housing.

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.

Organization Overview

Out of our 1255 Trade Street location we operate the only emergency family homeless shelter in Forsyth County, run a weekly food pantry (in Winston Salem and Kernersville), provide clothing and diapers, and our case workers answer requests for emergency assistance for people living in Forsyth, Davie, Yadkin, and Stokes Counties. Not only that, but we also offer Life Skills classes, and children in the shelter receive a scholarship to attend our Boys and Girls Club. We are also in the process of concluding renovations on our shelter which will bring our capacity up to 95 beds and include a remodeled shelter kitchen. Since we are a low barrier shelter, we strive to meet people where they are without arbitrary rules or egotism.

Every Christmas season we run Angel Tree, which seeks to link generous individuals and businesses with roughly 2,000 kids. We also run a senior center (The Salvation Army Senior CIVIC Center) for members of the United Way' of Forsyth County's 13 "Place Matters" (an initiative to create sustainable change across the areas of housing, education, healthy living, and employment). Disaster response is also part of our identity, and we deploy a canteen (essentially a large food truck) to provide needed relief in the form of food, water, and spiritual support. The canteen is capable of distributing 1,500 meals each day!

In terms of our Boys & Girls Club, that location runs an array of programs, such as Power Hour (homework and tutoring), Passport to Manhood (character development), Healthy Habits (nutrition and exercise), SMART Girls (health, fitness, and self-esteem enhancement), Computer Science Pathway (computer science and coding exposure), STEAM (Science, Technology, Engineering, Art and Math) and a gardening club, among others, during both the school year and summertime. We also offer an intensive 14-week summer immersion program designed to help teens between 13 and 18 prepare for and explore post-high school life: they learn everything from creating a budget to interview skills, etiquette, resume writing, and combatting burnout (among many others).

Overall, our services aim to prevent homelessness, provide shelter and rapid rehousing to the homeless, care for the impoverished, and create structural change by aiding the education and health of kids throughout the area. These are the various human needs we strive to help. Since everyone is at a different point in their lives, facing unique struggles

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and varying levels of structural violence and/or discrimination, discriminating against them makes no sense.

FUNCTION (5 POINTS)

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

157 years for The Salvation Army overall, and 87 years for Winston Salem.

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

The Salvation Army of Winston Salem is based in and surrounded by the historically redlined communities of the city. Many of the surrounding census tracts have over 25% of their population living below the federal poverty line (American Community Survey) and have been labeled Low Access according to the USDA (indicating they are a mile or more from a grocery store with fresh produce). These areas are predominately African American/Black, despite the fact that Forsyth County is 60% White. Not only that, but they also have a population of greater than 22% who did not attain a high school diploma. On top of all of this is the fact that the price of rent, gas, and food have all seen increases which has and will disproportionately affect these communities.

In other words, our location is placed amongst the areas with the greatest need in the city and ideally situated to offer aid. According to our last Annual Report ('21), we served over 38,000 people, provided over 11,000 nights of shelter, distributed over 47,000 boxes of food, and over 2,400 Christmas gifts for children. We offer the only family shelter in Forsyth County and have recently expanded our capacity to 95 beds (and upgraded the quality of the mattresses and rooms in the process). Beyond merely offering a roof and a bed, we work hard to Rapidly Rehouse individuals into permanent housing, offer Life Skills classes, handout bus passes during their stay, link residents to community supports, and provide linens and other items residents will need as they transition into housing.

Children of parents taking refuge in our shelter are given scholarships to attend The Salvation Army's Ken Carlson Boys and Girls Club. At this facility we run an array of programs (listed in more detail under D.1.) focused on homework completion, tutoring, crafts, healthy living, and more. The current participants in our BGC come from multiple zip codes across Forsyth County with high rates of the population living below the federal poverty line, qualify for free or reduced lunch, and attend schools that perform below the state average. We have also recently been awarded money to renovate the front half of our Boys and Girls Club to build a Teen Center which will emphasize workforce development. Our initial goal there is to serve approximately 100 teens and provide them with exposure to meaningful internships, potential colleges, vocational training, and local government along with mental health services, computers, and a safe place to relax.

In addition, we operate a food pantry every Wednesday (and operate one in Kernersville), run Angel Tree every Christmas season, maintain and deploy our Canteen (which doubles as a disaster response vehicle), and operate The Salvation Army Senior CIVIC Center. That center serves approximately 100 seniors living in the footprint of the United Way's 13 Place Matters neighborhoods. Seniors have access to cooked meals, low impact exercise programs, field trips, and other recreational activities throughout the year.

STRUCTURE (5 POINTS)

D.4. In the chart below, list key personnel and executive staff involved in the proposed project/program.

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Shelter Director	Meets with all shelter staff weekly, daily, and monthly to ensure appropriate training is being completed. Manages the maintenance, operations, planning, budget,	40	0.00 %

	equipment, etc. of the shelter. Coordinates responses with both the Executive Director and Shelter Manager and meets with Development to investigate funding. Actively participates in CoC meetings, develops strategies, and monitors case management/service linkage.		
Shelter Manager	Ensures the day-to-day operations are running smoothly. Meets with any clients who need extra accommodations or have inquiries. Ensures staff monitors have what they need to succeed and are executing their responsibilities according to shelter policy. Works with the Shelter Director and Emergency Case Manager to ensure HMIS data is updated, and reports are run in a timely manner.	40	0.00 %
Emergency Shelter Case Manager	Completes intake and develops a program service plan immediately after a resident is admitted. ECM meets with clients weekly, provides service linkage, reviews cases and plans, provides crisis intervention, inputs HMIS data, and is generally available to respond to resident needs.	40	0.00 %
Staff Monitors	Provides security for the shelter 24/7. Available at night to answer resident inquiries, respond to emergencies appropriately (including notifying the shelter chain of command), and to share resident concerns that arise during the night especially.	40	0.00 %
Executive Director	The Executive Director (Area Commander) oversees all aspects of operations for The Salvation Army of Greater Winston Salem. They are the final approval authority for major decisions, meets and coordinates with the various departments of the organization, ensures operations are in accordance with policy at various levels (The Salvation Army, local, state, and federal), meets with funders, and more.	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
Andrew Wiley	Area Commander/Executive Director	\$0.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

58300_Organizational Chart November 2022 (1).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. Best practices for accessing a diverse hiring process and candidate pool include:

The Salvation Army Winston-Salem Area Command uses several outlets to establish and maintain a diverse candidate pool. We utilize the Employment Security Commission, Goodwill, Urban League, Vocational Rehabilitation, and Homeless Veterans Re-entry Program to post job openings along with Indeed, Salvation Army Careers, etc.

When screening applicants, we verify that each applicant meets the minimum qualifications and reach out to qualified applicants. Some processes we use for pulling applicants include random selection (when the pool is extremely large), selecting a set number at a time (5, 10, 15) or pulling all applicants (if the selection pool is small).

The Salvation Army is an Equal Opportunity Employer and committed to providing a respectful environment for all applicants and employees that is free from unlawful discrimination or harassment based on age, race, color, religion, sex, national origin, marital status, disability, citizenship, sexual orientation, gender identity, gender expression, or any other characteristic protected by law. Such equal opportunity for employment will apply to recruitment and hiring, training, promotion, salaries and other compensation, transfers and layoffs or termination (Minute PL053 in required documents).

Please enter the total number of Full-Time Positions and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	1	0	2	4	2	2
Professionals	1	0	0	1	0	0
Technicians	1	0	0	0	0	0
Office/Clerical	0	1	0	2	1	0
Laborers/Service Workers	0	4	0	0	4	0
Total Full-Time	3	5	2	7	7	2

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	0	0	0	0	0	0
Professionals	0	0	0	0	0	0
Technicians	0	0	0	0	0	0
Office/Clerical	0	0	0	0	0	0
Laborers/Service Workers	1	5	1	2	11	1
Total Part-Time/Temp	1	5	1	2	11	1

D.8.



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

58340_TSA Advisory Board 2022.pdf

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

10

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

10

ABILITY (5 POINTS)

D.11. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.

Our shelter operates 24/7 365, so services are delivered in an ongoing fashion dependent on the need of community members. This is not a new program, so there are no concerns about launching one. Our goals are also focused on metrics at the end of the year, so likewise delivery is both ongoing and dependent on community need.

The activities for the first program goal listed in C.5. will be conducted in an ongoing manner. Maintenance and repair are handled on site as needed (when it is possible for a staff member to fix an issue) or outsourced to specialized technicians. Replacement is handled on an as needed basis as well. The Shelter Manager and/or Shelter Director oversee these actions.

The activities for the second goal contain the timeline within them: intakes are conducted within 24 hours of the arrival of a new resident. The program plan is developed within one week of a resident's arrival. These are handled by a combination of the Shelter Director, Shelter Manager, and Emergency Shelter Case Manager depending on who is available and how urgent it is.

The activities for the third goal are provided, also, in an ongoing manner and the Emergency Shelter Case Manager's actions are given oversight by the Shelter Director and Shelter Manager.

D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?

Like our friends at Bethesda and Samaritan, our response to the COVID-19 pandemic illustrated our past success with flexibly responding to unforeseen events. In response to the pandemic, we quickly and thoroughly instituted PPE measures and CDC sanitation guidance to ensure the health and wellbeing of our residents and staff. Aside from regular thorough cleanings, temperature checks, masking, gloving, etc. we also controlled the flow of traffic into the building, adjusted the way our food pantry serves the community, as well as adjusted operations at our Boys and Girls Club and our Senior CIVIC center. We did all of this while attending daily Continuum-of-Care meetings, managing a decrease in volunteers (which has rebounded since), and various deadlines when staff had to stay home or work from home.

Some practices, such as making masks and hand sanitizer available to staff, visitors, etc. continue to the current day. COVID-19 home test kits are still available and provided both proactively and as needed. Sanitation is also something we continue to take seriously. Beyond that, CoC meetings (used in part to respond to the pandemic) have strengthened our knowledge and relationships with service providers across the area. Weekly internal meetings have also allowed us to continue to respond flexibly, along with a larger modernization move (across The Salvation Army) towards video calls, data storage, laptops, etc. These are all items we continue to use for an existing program and have shown their value during the worst parts of the pandemic.

D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?

The Salvation Army's Center of Hope Family shelter guest/staff policies and procedures include fair housing, anti-discrimination, rehabilitation Act, Civil Rights, and the Americans with Disabilities Act. Our shelter also ensures that all guests/staff, through additional policies and training, receive fair treatment and equitable access. The program and services of our shelter are shared as a result of our participation in the Continuum-of-Care, extensive time serving the community, partnerships outside of the CoC, and marketing that we engage in. In addition, the agency also relies on word of mouth from prior residents.

E. Cost Effectiveness

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Address: *No Address Assigned

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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 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$4,303,633.00	\$4,303,633.00	\$4,303,633.00
Fundraising	\$2,436,705.00	\$2,436,705.00	\$2,436,705.00
Management and General	\$234,641.00	\$234,641.00	\$234,641.00
Total Expenditures by Program	\$6,974,979.00	\$6,974,979.00	\$6,974,979.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$1,567,455.00	\$1,567,455.00	\$1,567,455.00
Employee Benefits	\$629,947.00	\$629,947.00	\$629,947.00
Facility Rent and Utilities	\$211,207.00	\$211,207.00	\$211,207.00
Training and Conference Registration	\$12,900.00	\$12,900.00	\$12,900.00
Membership and Dues	\$10,030.00	\$10,030.00	\$10,030.00
Travel and Transportation	\$92,253.00	\$92,253.00	\$92,253.00
Grants to Individuals and Organizations	\$1,593,430.00	\$1,593,430.00	\$1,593,430.00
Contracted Fundraising Services	\$18,700.00	\$18,700.00	\$18,700.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$52,535.00	\$52,535.00	\$52,535.00
Other Operating Expenditures	\$2,777,522.00	\$2,777,522.00	\$2,777,522.00
Capital Outlay	\$9,000.00	\$9,000.00	\$9,000.00
Total Expenditures by Category	\$6,974,979.00	\$6,974,979.00	\$6,974,979.00

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$101,291.00	\$101,291.00	\$101,291.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$94,539.00	\$94,539.00	\$94,539.00
Federal Government	\$50,297.00	\$50,297.00	\$50,297.00
Admissions/Program Revenues/Sales	\$25,538.00	\$25,538.00	\$25,538.00

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Memberships	\$115,000.00	\$115,000.00	\$115,000.00
Donations	\$2,511,396.00	\$2,511,396.00	\$2,511,396.00
Foundation Grants	\$133,526.00	\$133,526.00	\$133,526.00
Interest and Investment Income	\$100.00	\$100.00	\$100.00
Parent Organization	\$42,050.00	\$42,050.00	\$42,050.00
Other	\$3,901,242.00	\$3,901,242.00	\$3,901,242.00
Total Revenues by Category	\$6,974,979.00	\$6,974,979.00	\$6,974,979.00

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

Other Operating Revenues: Gifts in Kind \$1,574,500.00, Mail Appeal Appropriations to programs \$1,830,911.00, United Way \$486,856.00, United Fund of Stokes \$8,975.00.

Other Operating Expenses: Supplies \$73,497.00, Internet/Phones \$26,140.00, Postage \$27,060.00, Property Upkeep/Insurance \$115,926.00, Rent/Repair Equipment \$46,721.00, Printing/Advertising \$117,305.00, Support Services \$491,730.00, Scholarship Grants \$8,000.00, Mail Appeal Appropriations to Programs \$1,830,911.00, Depreciation \$40,232.00

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

E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Insurance	\$6,000.00	\$4,621.00	Donations
Utilities	\$8,982.00	\$1,818.00	Donations
Food	\$7,018.00	\$1,000.00	Donations
Supplies	\$3,000.00	\$3,812.00	Donations
	\$25,000.00	\$11,251.00	

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.

City resources will be used to purchase food and office, kitchen and janitorial supplies for the shelter. Additionally, the city resources will help cover the cost of vehicle and general liability insurance for the shelter.

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

The Salvation Army of Greater Winston Salem collaborates with many other organizations via our participation in the Continuum-of-Care. This gives us insight and connection to various types of services concerning furniture, housing, direct assistance, other shelters, etc. We partner with Atrium Health Wake Forest Baptist through their Mobile Health Clinic to provide medical care to residents. We also rely on our fantastic volunteers to help with various activities and events at the shelter such as reading, tutoring, etc. In general, organizations that are part of the Continuum-of-Care may fit the idea of supplementing the use of City funds since a nonprofit such as Experiment in Self Reliance also works to reduce homelessness and help community members stabilize housing. We also receive food, clothing, bedding, sheets, hygiene items, and baby items from generous donors.

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.

Although last year we did not submit an RFP for ESG, this year's request is different from the FY21-23 request. For one, we are requesting \$35,000 from state and \$25,000 from city. This reflects, in part, a rise in the cost of goods that we've experienced across the United States. It also reflects the projected rise in expenses for food and utilities that comes with expanding our capacity to 95 beds and the increase in the projected number of nights provided. Further, these numbers are based on our past experience with ESG funding and our ability to provide for residents. Part of these expenses also cover equipment needed for the new wing of the shelter (a washer and dryer). These items help us meet the most basic needs of our residents while we work to move them to permanent housing. In general, if this request was not funded at the full amount, then our position would be the necessity to fundraise via donations of various kinds, leveraging grants, etc.

SUSTAINABILITY (7 POINTS)

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

The Salvation Army of Greater Winston Salem is fortunate to have a diverse revenue stream and generous donors as depicted in the chart under E.1. In terms of the percentages of revenue: city (1.45%), state (1.35%), federal (.72%), sales (.36%), memberships (1.65%), donations (36%), foundation grants (1.91%), and more as illustrated in the aforementioned chart. Our "donations" and "other" funds come from various sources and campaigns: the Red Kettle campaign, Classy page, churches, recurring pledges, community philanthropists, direct mail, gifts in kind, etc. as listed at the bottom of E.1. We are committed to keeping our shelter operational and have a proven record of fundraising in the community.

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.

As this shelter is an existing operation, there are no barriers to implementing the shelter as such. However, COVID-19 has temporarily reduced the number of volunteers available to run various additional activities at the shelter. Events such as arts and crafts, book readings, different types of tutoring, etc. are things that our volunteers have provided in the past. We are seeing volunteer numbers rebound though, but whether or not volunteers return won't affect the primary mission, goals, nor existence of the shelter.

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

As we've expanded our bed capacity, we are in the process of hiring a new case worker in the next coming weeks. Our final applicant has accepted the position and is in the process of being hired. As part of this push to renovate our shelter, we are recruiting for a part-time cook for our kitchen. We are using various social media outlets (Indeed, Facebook, Twitter) to recruit along with our local United Way partner agencies, and the Employment Security Commission. We hope to fill this position as soon as possible. All other positions are currently filled.

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:	\$25,000
Number proposed to be served for the year:	200
Average City funds per beneficiary:	\$125.00
Proposed funds from all sources:	\$594,186
Number proposed to be served for the year:	200
Average total funds per beneficiary:	\$3,095.93

F. Required Documents

Completed by nickolas.ivey@uss.salvationarmy.org on 11/18/2022
8:54 AM

Case Id: 16221

Name: The Salvation Army - City - 2023/24

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

58331_21334_Ethics & Conduct.pdf

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

58049_Winston Salem 990 2020.pdf

Organization By-Laws *Required

58332_21246_By-Laws.pdf

Articles of Incorporation *Required

58333_21328_Articles of Incorporation and By-Laws.pdf

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

Employee Manual.pdf

11652_Procurement Policy for Government Funded Programs 2019 (1).pdf

11654_Minute 007 Fiscal Polices and Practices (2).pdf

12066_TSA Property Management Policy ARPA (1).pdf

11564_PL042 - Non-Discrimination in Programs 2019.pdf

PL053-Affirmative Action Program for Equal Employment Opportunity - Minute Book.pdf

IRS 501(c)3 Designation Letter *Required

58334_2020 IRS 501 c 3 letter 2021.pdf

Audited Financial statements or third-party review from 2020 and 2021 *Required

58335_WinstonSalem_Final_2021_External Audit.pdf

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

***Required**

58337_21258_NC Secretary of State-Evidence of Active Status of Corporation.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 16221
Name: The Salvation Army - City - 2023/24
Address: *No Address Assigned

Completed by nickolas.ivey@uss.salvationarmy.org on 11/10/2022
9:27 AM

G. Income Based Projects/Services Only

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

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

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

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

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

H. Construction/Rehab Only

Completed by nickolas.ivey@uss.salvationarmy.org on 11/10/2022
9:27 AM

Case Id: 16221

Name: The Salvation Army - City - 2023/24

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 and provide 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.

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	Govt Funding
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Documentation

Development budget 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*

Participant/program data sample report

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

I. Emergency Shelter Only

Completed by kimberly.trent@uss.salvationarmy.org on 11/17/2022 8:58 AM

Case Id: 16221
Name: The Salvation Army - City - 2023/24
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	\$6,000.00
Utilities	\$8,982.00
Food	\$7,018.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$3,000.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$25,000.00

J. Rapid Rehousing and HMIS Only

Completed by nickolas.ivey@uss.salvationarmy.org on 11/10/2022
9:27 AM

Case Id: 16221

Name: The Salvation Army - City - 2023/24

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 nickolas.ivey@uss.salvationarmy.org on 11/18/2022
8:55 AM

Case Id: 16221

Name: The Salvation Army - City - 2023/24

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.

Nickolas.ivey@uss.salvationarmy.org

Electronically signed by nickolas.ivey@uss.salvationarmy.org on 11/18/2022 8:55 AM

IDIS Setup

No data saved

Case Id: 16221

Name: The Salvation Army - City - 2023/24

Address: *No Address Assigned

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