

# Salvation Army

## Housing First

2019-20 Community Plan on Homelessness Grant Analysis

Rank: 1 - Housing First/RRH/PSH

### CIP Grant Summary:

April 1, 2016 - March 31, 2017	April 1, 2017 - March 31, 2018	April 1, 2018 - March 31, 2019	April 1, 2019 - March 31, 2020 Request	April 1, 2019 - March 31, 2020 Recommended by HISC	<i>Difference of Recommended vs. Requested</i>
468,700	639,868	619,639	653,824	717,578	63,755

#### Program Reporting Required:

- Monthly Efforts to Outcomes (ETO) data reporting
- Monthly Program Reporting
- 6 Month Report - outlining successes and challenges
- Annual Report - outlining successes and challenges

#### Financial Reporting Required:

- Monthly financial claims with financial receipts and back up documentation for the amount claimed
- Annual Financial Statements

#### Notes:

This Housing First program aligns within the local 10 Year Plan to End Homelessness under the goals of rehousing and Provision of Support.

It falls within the Provincial Classifications under Housing Supports.

Budget Line Description	2019-20 Grant Request	2019-20 HISC Recommended
Staff Costs	326,508	306,592
Operational Costs	51,347	44,562
Client Related Costs	28,530	27,190
Rent Supplement	188,000	274,000
<b>Subtotal</b>	<b>594,385</b>	<b>652,344</b>
Administrative Costs	59,439	65,234
<b>Total Costs</b>	<b>653,824</b>	<b>717,578</b>

**APPENDIX A - INFORMATION FORM**

**2019 - 2020 COMMUNITY PLAN ON HOMELESSNESS FUNDING  
Heading Home: The Right Thing to Do /  
10 Year Plan to End Homelessness 2010 - 2020**

<b>Organization Name:</b> The Salvation Army Housing First Program	
<b>Mailing Address</b>	
Street Address / PO Box: 9919 MacDonald Dr	
City/Hamlet: Fort McMurray	Province: Alberta Postal Code: T9H 1S7
<b>Location Address:</b>	
<i>(If different than mailing)</i> Katherine_Penney@can.salvationarmy.org	
Phone Number:	Email Address:

<b>Main Contact</b>	
Name: Kate Penney	Title: Programs Manager
Email Address: as above	Phone Number: 780-743-4175

Is your organization registered as a not-for-profit society or corporation? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		Registration #: 263385-0
Act Registered Under:	<input type="checkbox"/> Societies Act (Alberta)	<input type="checkbox"/> Companies Act (Alberta)
	<input checked="" type="checkbox"/> Canada Not for-Profit Corporations Act	

<b>Legal signing Officers for Contract / Cheque Purposes</b>		
<i>(According to letters patent or other incorporating documents)</i>		
<b>Name</b>	<b>Title</b>	<b>Position</b>
Any name on authorized		
Signing/Officers/The Governing	Territorial HQ-Toronto	
Governing Council T.S.A. CAN.	See sheet included	
<i>Please provide signature specimens in the space provided.</i>		
How many of the above signatures (according to your letters patent or other incorporating documents), are required to bind your organization into a legal agreement?		
Which signatures (according to your letters patent or other incorporating documents), are required to bind your organization into a legal argument?		
Two of the Governing Council Board Members		
The personal information collected in the request for information is collected under the authority of section 33© of Alberta's Freedom Protection of Privacy (FOIP) Act. It will be used to process the application and contact you if needed, during the review of this application. If you have any questions about the collection and use of the personal information you may contact the Manager, Community Investment Program, at 9909 Franklin Avenue, Fort McMurray, AB, T9H 2K4 or at (780) 743-7918.		

**Category of Program**

**Which housing classification of the Wood Buffalo 10 Year Plan to End Homelessness will this program address?**

(Please check all that apply)

- Housing First
- Rapid Re-housing
- Permanent Supportive Housing

**Beneficiaries (Target audience)**

(Please check all that apply)

- Chronically Homeless
- Episodically Homeless
- Near Homeless

**Inputs: (Resources dedicated to, or consumed by, the program)**

CPH Funding requested (As per attached budget):

Other Sources of funding:

Staffing: 4 : One Team Lead and 3 Housing First Coordinators

## Appendix B - Schedule A

**Program Name:** The Salvation Army Housing First Program

### **Program Description Summary:**

The Salvation Army Housing First Program will provide service to 45 chronic homeless adults who have high acuity; within a one year time period. Services to the chronic homeless will be provided by 1 Housing First Team Lead and 3 Housing First Coordinators

**\*\*Please attach a program logic model\*\***

### **Program Activities: (Details of the program)**

The Supervisor will monitor and supervise 3 (#) Coordinators, along with attending required meetings and ensuring that all statistical information is submitted to the Municipality on time each month.

The Coordinators will assist the clients in securing income, and obtaining an affordable living space. Once the individuals are housed, the Coordinators will give support to ensure they maintain their residence by doing intensive follow-up visits for at least a year, with the expectation that visits will diminish as self-sufficiency and independence is attained and maintained.

Coordinators will ensure that all relevant and required data is recorded in the Efforts to Outcomes (ETO) Database. All data collected through this program remains the property of the Provincial Government.

All new referrals to the program must be transferred by Centralized Intake Services.

The Team Lead and Coordinators will follow the Community Plan on Homelessness' standard of practice.

Please provide any additional information that may assist in developing a better understanding of your Program's activities?

Under the umbrellas of The Salvation Army our program has immediate access to:  
Community and Family Services  
Thrift Store  
Mat Program  
Men's Emergency Shelter  
Spiritual and Religious Care/Pastoral Counselling

These programs all compliment the Housing First Program.

The Salvation Army Housing First program will continue to facilitate quarterly focus group meetings. Clients will be invited to attend the meetings, where a craft will be undertaken, which the clients can bring home. Lunch will be served. A questionnaire that was previously designed by the RMWB will be confidentiality filled in by those clients who wish to do so. Questionnaires will be put in a sealed envelope and forwarded to the Municipality.

**Program Description**

The Salvation Army Housing First Program will provide service to 45 chronic homeless adults who have high acuity; within a one year time period. Services to the chronic homeless will be provided by 1 Housing First Team Lead and 3 Housing First Coordinators.

Housing First Program: The Salvation Army Housing First Program fosters Alberta's 10 year plan to end homelessness and aims to provide the chronic homeless population with stabilized housing, intensive case management and community outreach, while empowering patron's to recognize their strengths and become self-sufficient.

The Salvation Army Housing First Program currently consist of a team of one Supervisor and three Coordinator's. Each Coordinator will maintain a caseload of 15 clients. These clients will all have high acuity.

The Program utilizes a client-centered, strength-based, and holistic approach in service delivery. Over a period of approximately twelve months, the Program provides the chronic and episodic homeless population with stabilized housing through intensive case management, advocacy, referrals and support in accordance with the Housing First Model and Alberta's 10 Year Plan to End Homelessness. In addition, the Program utilizes scattered site housing in the private rental marketplace and housing in mixed affordable housing to house clients. As well, The Salvation Army Housing First Program facilitates tools for patrons to recognize their strengths and empower themselves to become self-sufficient. Additionally, the Program facilitates referrals in accordance with client's needs to various support services within our community. Within the new year Housing First clients will be invited to all groups that The Salvation Army will be facilitating.

**Program Activities.**

Under the umbrellas of The Salvation Army our program has immediate access to:

Community and Family Services

Thrift Store

Mat Program

Men's Emergency Shelter

Spiritual and Religious Care/Pastoral Counselling

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The Salvation Army Housing First program will continue to facilitate quarterly focus group meetings. Clients will be invited to attend the meetings, where a craft will be undertaken, which the clients can bring home. Lunch will be served. A questionnaire that was previously designed by the RMWB will be confidentiality filled in by those clients who wish to do so. Questionnaires will be put in a sealed envelope and forwarded to the Municipality.

All client in the new year 2019-2020 will be afforded the opportunity to take part in groups that will be facilitated through The Salvation Army. Lunch will be provided. If clients miss a week of group this will not disqualify them from attending. They can always feel free to drop in for group.

All families who are on the Coordinators caseload had child welfare involvement before coming to Housing First. None of the families on caseload currently have child welfare involvement.

We will continue to build up our list of private landlords. We currently have landlords who call our team when they have vacancies.

We continue to closely follow the Standards of Practice as established.

## **Schedule A**

### **Outcome Indicators / Measures (Provincial Government Mandated): Monitoring and Evaluation**

#### **Describe the change you hope to see as a result of the program:**

- 1 Those persons housed through the program will remain stably housed.
- 2 Those persons housed in the program will show a reduction in use of public systems.
- 3 Those persons accepted into the program will demonstrate improved self-sufficiency.
- 4 Those persons accepted into the program will demonstrate engagement in mainstream services.
- 5 Please provide any additional outcomes:

Families accepted into the program will no longer require the services of child welfare or child welfare involvement will lessen.

### **Outcome Indicators / Measures: (How you know the program is successful?)**

- 1 At any given reporting period, 85 percent of the people housed will still be permanently housed.
- 2 Those persons permanently housed will show reduced incarcerations, reduced emergency room visits and reduced in-patient hospitalizations.
- 3 Those persons housed in the program will have a stable income source (e.g. employment income, AISH, Alberta Works, disability pension, Old Age Security, etc.).
- 4 Those persons housed in the program will be engaged in mainstream services (e.g. medical doctors or specialists, legal service etc.)
- 5 Please provide any additional indicators:

Those persons involved in the program will be engaged in recreation and cultural activities.

## Schedule A

### Outputs: (Direct products of program activities)

It is estimated that 45 (#) clients will be housed and maintain permanent housing.

Program will report using the ETO data collection system.

The organization will remain a partner with those involved and committed to the Housing First model.

Those housed will demonstrate a reduction in use of public systems (i.e., Emergency shelters, hospital emergency rooms, RCMP/judicial services).

Those housed will demonstrate increased independence and self-sufficiency.

Those housed will achieve support through assistance in obtaining appropriate identification, financial and medical supports required to achieve independence.

Please provide any additional outputs.

Team Lead and Program Coordinators will practice and use Motivational Interviewing effectively.

Team Lead and Program Coordinators will "build up" an inventory of private landlords.



## APPENDIX C - BUDGET FORM

### **Operational Budget Overview**

Grant agreements cannot be issued until Council has approved the CPH allocation.  
 If approved, agreement term will be the 12 month period of April 1, 2019 to March 31, 2020.

<b>Budget Item</b>		
	Amount (12 months)	Notes
Salaries & Benefits (# of staff)	326,508.00	.50 raise for 4 staff
Client Needs (# of clients)	216,530.00	\$500.00 x 5 families included
Operating Costs	51,347.00	includes 28,575.00 for lease
Administrative Costs (10% of Total)	59,438.50	
<b>Total Program Costs</b>	<b>\$ 653,823.50</b>	

HOUSING FIRST/SALVATION ARMY

Logic Model 2019 - 2020

Inputs	Activities	Outputs	Participation	Short Term Outcomes - Impact	Medium Term Outcomes - Impact	Long Term Outcomes - Impact
<p>What we invest:</p> <p>45 Chronic and Episodic homeless People</p> <p>Executive Director</p> <p>Programs Manager</p> <p>Housing First Team Lead</p> <p>3 Housing First Coordinators</p> <p>Programs Manager</p> <p>Housing First Team Lead</p> <p>Families</p> <p>Program Partners</p> <p>The Salvation Army Programs, Services and Staff</p> <p>Community Mat Program, supervisor</p> <p>Shelter Program, supervisor and staff,</p> <p>Thrift Store</p> <p>Family Services</p> <p>Pastoral Care</p> <p>Landlords Private</p> <p>Housing Facilities, rental apartments, Room Rentals</p> <p>WBH</p> <p>RMWB Program Managers</p> <p>In Annual Funding</p>	<p><b>What we do:</b></p> <p>The Team Lead will monitor and supervise 3 coordinators, along with attending required meetings and ensuring that all statistical information is submitted to the Municipality on time each month.</p> <p>The Coordinators will assist the clients in securing income, and obtaining an affordable living space. Once the individual are housed the Coordinators will give support to ensure they maintain their residence by doing intensive follow-up visits for at least a year, with the expectation that visits will diminish as self-sufficiency and independence is attained and maintained.</p> <p>Coordinators will ensure that all relevant and required data is recorded in Efforts to Outcomes (ETO) Database. All data collected through this program remains the property of the Provincial Government.</p> <p>All new referrals to the program must be transferred by Central Intake Services.</p> <p>The Team Lead and Coordinators will follow the Community Plan on Homelessness' Standards of Practice.</p> <p><b>INTAKE:</b></p> <p>Accept referrals from Centralized Intake</p> <p>Warm transfers</p> <p>Meet with new clients</p> <p><b>CASE MANAGEMENT:</b></p> <p>Seek out landlords/accommodations</p> <p>House clients in units of their choice</p> <p>Purchase furniture and client needs</p> <p>Home visits weekly or more as required</p> <p>Refer clients to appropriate service providers</p> <p>Accompany clients to appointments as required</p> <p>Encourage, support and advocate for Clients</p> <p>Discharge, planning &amp; coordination</p> <p><b>EVALUATION:</b></p> <p>SPDATS and INTAKE interviews completed</p> <p>File monitoring program, evaluation, exit interviews</p> <p>ETO case notes, referrals and dismissals</p> <p>Filing and documentation</p> <p>Reporting to RMWB as required</p> <p><b>PARTNERING:</b></p> <p>Partner with health, education, social services</p> <p><b>FRAMEWORK FOR PRACTICE:</b></p> <p>Motivational interviewing used by supervisor and case coordinators.</p> <p>Harm Reduction Model</p>	<p><b>Who we reach:</b></p> <p>45 chronic homeless who are facing high acuity served within a one year time period.</p> <p>Landlords</p> <p>Service Providers</p> <p>Community</p> <p>Funding Sources</p> <p>Evaluators</p>	<p><b>What the short term results are:</b></p> <p>Ongoing partnerships built with 12 new clients</p> <p>Ongoing partnerships built with service providers.</p> <p>New partnerships built with landlords.</p> <p>Team Lead and Coordinators are using Motivational Interviewing.</p> <p>Rent supplements are in place. Clients are connected with Rapid-Rehousing takes place</p> <p>Clients housed and Support for ending housing.</p> <p>New partnerships built with 23 new clients for Ongoing partnerships with service providers</p> <p>Inventory of Landlords built</p> <p>Quarterly meetings with community partners</p> <p>Clients become stable in their housing</p> <p>Clients begin to address issues that are impacting their ability to remain</p> <p>Clients begin to address their mental health</p> <p>Clients seek out treatment, mental health</p> <p>To address their alcohol and drug issues</p> <p>Clients are becoming more employable.</p> <p>Increase in successful graduates</p> <p>Rapid rehousing</p> <p>Coordinators are using Motivational Interviewing</p>	<p><b>What the intermediate results are:</b></p> <p>Those persons housed through the program will remain stably housed.</p> <p>Those persons housed in the program will show a reduction in use of public systems.</p> <p>Those persons accepted into the program will demonstrate improved self-sufficiency.</p> <p>Those persons housed in the program will have a stable income</p> <p>Those persons accepted into the program will demonstrate engagement in mainstream services.</p> <p>Families accepted into the program will no longer require the services of child welfare or involvement with child welfare will be less.</p> <p>Those persons housed in the program will be engaged in recreation/cultural act.</p> <p>Successful graduates</p>	<p><b>What the ultimate impact is</b></p> <p>At any given reporting period, 85% of the people housed will still be permanently housed.</p> <p>Those persons permanently housed will show reduced incarcerations, reduced emergency room visits and reduced in-patient hospitalizations.</p> <p>Those persons housed in the program will be engaged in</p> <p>Those persons involved in the program will be engaged in</p>	
<p>Assumptions: The Salvation Army Housing First Program will provide service to 45 chronic homeless adults who have high acuity within a one year time period.</p>						
<p>Evaluation: Standards of Practice, SPDATS, Interviews, File Monitoring, Filing and Documentation, Referrals and Dismissals, ETO case notes, Reporting</p>						