

# The Governing Council of The Salvation Army in Canada

## Housing First

2018-19 Community Plan on Homelessness Grant Analysis

### CIP Grant Summary:

April 1, 2015 - March 31, 2016	April 1, 2016 - March 31, 2017	April 1, 2017 - March 31, 2018	April 1, 2018 - March 31, 2019 Request	April 1, 2018 - March 31, 2019 Recommended by HISC	Difference of Recommended vs. Requested
695,598	468,700	639,868	1,050,511	619,639	(430,872)

### 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 Audit Engagement Financial Statements

### Notes:

This program aligns with Goal IV (re-housing) and Goal V (provision of supports) of the Regional Municipality of Wood Buffalo 10 Year Plan to End Homelessness 2010-2020 (also referred to as the Community Plan on Homelessness or CPH). It also falls within the housing supports project classification in the agreement with the Province of Alberta for funding under the Outreach Support Services Initiative (Ministry of Community and Social Services),

Recommended funding for overhead costs increased this year because training expenses were reassigned from the start-up category and there are provisions for an additional coordinator to offset some of the client caseload from the Housing First program that was previously funded through another agency. Funding for the rent supplement and client care costs is also lower because of zero-based budgeting (all expenses must be justified for each new period). This means that recommendations are based on actuals spent for the 2017-2018 year. This will reduce total carry forward so that it is within new provincial guidelines and will lower the amount returned to the province.

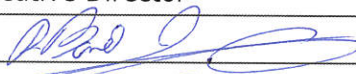
*\*HISC: Homelessness Initiatives Strategic Committee, which is made up of representatives from the United Way, local community agencies and the federal and provincial governments. It stewards CPH and makes funding recommendations to Council. Its role is a federal funding requirement.*

Budget Line Description	2018-19 Grant Request	2018-19 HISC Recommended
Staff Costs	320,528	296,976
Overhead Costs	32,082	38,132
Start-Up Costs	4,000	-
Client Need Costs	58,400	40,200
Rent Supplement	540,000	188,000
<b>Subtotal</b>	<b>955,010</b>	<b>563,308</b>
Administrative Costs	95,501	56,331
<b>Total Costs</b>	<b>\$ 1,050,511.00</b>	<b>\$ 619,638.80</b>

## APPENDIX C – SUBMISSION FORM

### Proponent Information:

<b>Company Name:</b> The Governing Council of The Salvation Army in Canada	
<b>Street Address:</b> 9919 MacDonald Dr.	
<b>City/Hamlet:</b> Fort McMurray	
<b>Province:</b> Alberta	
<b>Postal Code:</b> T9H 1S7	<b>Fax:</b> 587-536-1300
<b>Telephone:</b> 780-743-4135	<b>Email:</b> bond_jennings@can.salvationarmy.org
<b>Society / Business Registration #:</b> 53423683	<b>GST#:</b> 107951618RT0238

<b>Proponent's Name:</b> Major Bond Jennings
<b>Proponent's Position:</b> Executive Director
<b>Proponent's Signature:</b> 
<b>Date:</b> January 23, 2018

<b>Contact for Additional Information:</b>	<b>Name:</b> Joan Nobles
	<b>Position:</b> Program Manager
	<b>Telephone:</b> 780-743-4135
	<b>E-Mail:</b> joan_nobles@can.salvationarmy.org

The personal information collected in this application is collected under the authority of section 33(c) of Alberta's Freedom of Information and 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 Facilities & Investment, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 743-7918.

- ☒ I acknowledge that the above company does have a valid RMWB Business License or Alberta Professional License/Permit to Practice.
- ☐ I acknowledge that the above company does **NOT** have a RMWB Business License and understands the procedure in obtaining a valid license that must accompany the signed award letter.

The awarded vendor **MUST** provide a copy of their Regional Municipality of Wood Buffalo Business License with the signed award letter.

All related information on obtaining a Business License can be found here:

<http://www.rmwb.ca/Municipal-Services/E-Permitting/LicensesPermits/Business-Licensing.htm>

## 2. Acknowledgment of Non-binding Procurement Process






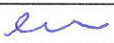


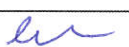
The proponent acknowledges that the RFP process will be governed by the terms and conditions of this RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal legally binding bidding process, and that there will be no legal relationship or obligations created until the Municipality and the selected proponent have executed a written contract.

## 3. Ability to Provide Deliverables

The proponent has carefully examined this RFP documents and has a clear and comprehensive knowledge of the Deliverables required under this RFP. The proponent represents and warrants its ability to provide the Deliverables required under this RFP in accordance with the requirements of this RFP for the rates set out in the Budget Form and has provided a list of any subcontractors to be used to complete the proposed contract.

## 4. Mandatory Forms

The proponent encloses as part of the proposal the mandatory forms set out below:

FORM	INITIAL TO ACKNOWLEDGE
Submission Form (Appendix C)	
Budget Form (Appendix D)	
Reference Form (Appendix E)	
Application Form (Appendix G)	
Proof of Automobile Insurance	
Proof of Liability Insurance	
Proof of WCB	
Copy of the Memorandum and Articles of Association as registered under the Companies Act of Alberta or Societies Act of Alberta	
Proof of current registration status	

**Notice to proponents:** There may be forms required in this RFP other than those set out above. See the Mandatory Requirements section of this RFP for a complete listing of mandatory forms.

## 4. Non-binding Price Estimates

The proponent has submitted its rates in accordance with the instructions in this RFP and in the Budget Form set out in Appendix D. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its quotation or its eligibility for future work.

## 5. Addenda

The proponent is deemed to have read and accepted all addenda issued by the Municipality prior to the Deadline for Issuing Addenda. The onus remains on proponents to make any necessary amendments to their proposal based on the addenda. The proponent confirms that it has received

all addenda by listing the addenda numbers or, if no addenda were issued, by writing the word "None" on the following line: NONE. Proponents who fail to complete this section will be deemed to have received all posted addenda.

## 6. No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this RFP.

## 7. Conflict of Interest

For the purposes of this section, the term "Conflict of Interest" means

(a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of the Municipality in the preparation of its proposal that is not available to other proponents, (ii) communicating with any person with a view to influencing preferred treatment in the RFP process (including, but not limited to, the lobbying of decision makers involved in the RFP process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the RFP process; or

(b) in relation to the performance of its contractual obligations contemplated in the contract that is the subject of this procurement, the proponent's other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

Proponent to read the below statements and check the appropriate box.

- ☒ The proponent declares that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in this RFP.
- ☐ The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in this RFP.

If the proponent declares an actual or potential Conflict of Interest by marking the box above, the proponent must set out below details of the actual or potential Conflict of Interest:

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The following individuals, as employees, advisers, or in any other capacity (a) participated in the preparation of our proposal; **AND** (b) were employees of the Municipality and have ceased that employment within twelve (12) months prior to the Submission deadline:



<b>Name of Individual:</b>
<b>Job Classification:</b>
<b>Department:</b>
<b>Last Date of Employment with the Municipality:</b>
<b>Name of Last Supervisor:</b>
<b>Brief Description of Individual's Job Functions:</b>
<b>Brief Description of Nature of Individual's Participation in the Preparation of the Proposal:</b>

(Repeat above for each identified individual)

The proponent agrees that, upon request, the proponent must provide the Municipality with additional information about each individual identified above in the form prescribed by the Municipality.

## 8. Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or if required by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by the Municipality to the Municipality's advisers retained for the purpose of evaluating or participating in the evaluation of this proposal.

Margaret Baker  
Signature of Witness

Joan Nobles  
Signature of Proponent Representative

Margaret Baker  
Name of Witness

Joan Nobles  
Name

Program Manager  
Title

January 23rd, 2018  
Date

I have the authority to bind the proponent.

## APPENDIX D – BUDGET FORM

### Detailed Operational Budget

Please note:

- If approved, contracts cannot be issued until Council has approved the total allocation
- Consider that this is a **12 month project** when preparing the budgets
- Funding allocation ends March 31, 2019

ITEM	CALCULATION BREAKDOWN	AMOUNT (12 months)
<b>Staff Costs (list position name / title)</b>		
FOIP s.17(1)	\$37.00 hour X 40 hrs x 52 weeks	76,960.00
	\$33.00 hour x 40 hrs x 52 weeks	68,640.00
	\$32.00 hour x 40 hrs x 52 weeks	66,560.00
	\$32.00 hour x 40 hrs x 52 weeks	66,560.00
	Total Salary	\$ 278,720.00
	MERCs (15% of Total Salary)	41,808.00
	<b>Total Staff Costs</b>	<b>\$ 320,528.00</b>
<b>Overhead Costs</b>		
Office leasing	3 offices, board room: 532 sq ft x \$30.00	15,960.00
Cell phone	4 staff X \$75.00	3,600.00
Travel / Mileage	4 staff	6,969.00
Vehicle insurance	3 staff x \$150.00	450.00
Maintenance		
Storage		5,103.00
	<b>Total Overhead Costs</b>	<b>\$ 32,082.00</b>
<b>Start Up-Costs</b>		
Office Equipment:		
Laptop		
Desk		
Supplies		
Training (Staff development)	4 staff x \$1,000.00 each	4,000.00
	<b>Total Start Up-Costs</b>	<b>\$ 4,000.00</b>
<b>Client Need Costs</b>		
Security deposit	end with 21 clients, 24 x \$750.00	18,000.00
Food hamper (Food Bank)	24 x \$400.00	9,600.00

ITEM	CALCULATION BREAKDOWN	AMOUNT (12 months)
Furniture start up	24 x \$500.00	12,000.00
Rental / utility arrears	1 client	2,000.00
Tenant insurance	24 x \$200.00	4,800.00
Client needs	24 x \$500.00	12,000.00
Programming		
<b>Total Client Need Costs</b>		<b>\$ 58,400.00</b>
<b>Rent Supplement</b>		
Rent supplement	45 x \$1,000.00 x 12	540,000.00
<b>Total Rent Supplement Costs</b>		<b>\$ 540,000.00</b>
<b>Total Staff/Overhead/Start-up/Client Needs/Rent Supplement Costs</b>		<b>\$ 955,010.00</b>
<i>Administrative Costs (10% of Total)</i>		95,501.00
<b>TOTAL COSTS</b>		<b>\$ 1,050,511.00</b>
<b>Total Requested from RMWB:</b>		<b>\$ 1,050,511.00</b>



## APPENDIX E – REFERENCE FORM

Each proponent is requested to provide three (3) references from clients who have obtained similar services to those requested in this RFP from the proponent in the last **Five (5)** years.

### Reference #1

<b>Company Name:</b>	Graduated Client
<b>Company Address:</b>	FOIP s.17(1)
<b>Contact Name:</b>	FOIP s.17(1)
<b>Contact Telephone Number:</b>	FOIP s.17(1)
<b>Date Work Undertaken:</b>	October 5, 2016
<b>Nature of Assignment:</b>	Client with the Salvation Army Housing First Program. Start Date: October 5, 2016. Successfully graduated January 4, 2018.

### Reference #2

<b>Company Name:</b>	4 Seasons Moving
<b>Company Address:</b>	PO Box 6501, Fort McMurray, Alberta, T9H 5N4
<b>Contact Name:</b>	Hany Aly
<b>Contact Telephone Number:</b>	1-780-742-8999
<b>Date Work Undertaken:</b>	Ongoing
<b>Nature of Assignment:</b>	4 Seasons Moving assists us in moving our clients into their new residences. 4 Seasons picks up furniture at our storage unit and delivers it to our clients homes for a very reasonable price.

### Reference #3

<b>Company Name:</b>	Wood Buffalo Housing and Development Corp
<b>Company Address:</b>	9011-9915 Franklin Ave. Fort McMurray, AB T9H 2K4
<b>Contact Name:</b>	Jeanelle
<b>Contact Telephone Number:</b>	780-799-4050
<b>Date Work Undertaken:</b>	Ongoing
<b>Nature of Assignment:</b>	WBHADC houses our clients in their social housing program. WBHADC had been housing our clients since the very beginning of Housing First being introduced into our community.



## APPENDIX G – APPLICATION FORM

### 2018 - 2019 COMMUNITY PLAN ON HOMELESSNESS FUNDING

Heading Home: The Right Thing to Do / 10 Year Plan to End Homelessness 2010 - 2020

#### SECTION 1: Applicant Information

<b>Organization Name:</b> The Salvation Army		
<b>Mailing Address</b>		
Street Address / PO Box: 9919 MacDonald Ave.		
City/Hamlet: Ft. McMurray	Province: AB	Postal Code: T9H 1S7
<b>Location Address:</b>		
(If different than mailing) same as above		
Phone Number: 780-743-4135		Email Address: joan.nobles@shawcable.com

<b>Main Contact</b>	
Name: Joan Nobles	Title: Program Manager
Email Address: FOIP s.17(1)	Phone Number: 78-743-4135

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		

Legal signing Officers for Contract / Cheque Purposes (According to letters patent or other incorporating documents)		
Name	Title	Position
Any name on Authorized		
Signing Officers/The Governin	Territorial HQ-Toronto	
Governing Council of T.S.A.in	Canada(See sheet included)	
Please provide signature specimens in the space provided.		
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?		
Two of the Governing Council Board Members		
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		

## **SECTION 2: Organizational Information**

Please answer the following questions in 500 words or less:

- How long has your organization been providing services specific to the homeless population?
- Is serving the homeless population part of your organization's vision and mandate?
- Please provide the organization's vision.
- Please list the programs you currently run specifically for the homeless population.

For more than 30 years, The Salvation Army has provided and continues to provide life-changing social services and supports within Fort McMurray, Alberta to address the rising needs of the community.

The Salvation Army is an international Christian organization and a driving force within communities. Its ministry is motivated by love for God and the needs of humanity. The Salvation Army offers practical assistance for children and families, often tending to the basic necessities of life, providing shelter, food, and clothing for homeless people, and rehabilitation for people who have lost control of their lives to an addiction.

Its commitment to serving the marginalized (including the homeless) within society is evident through the diversity of support programs and services provided. This commitment to serving the marginalized, was further actualized with the undertaking of the Housing First Program. The Salvation Army believes that shelter is an intrinsic right and therefore, no one should be homeless. Thus, The Salvation Army has been actively participating in Alberta's 10 Year Plan to End Homelessness through the delivery of the Housing First Program since inception. The Salvation Army Housing First Program operates out of its Community Service Centre located in downtown Fort McMurray. The agency provides wide-ranging support and services to the homeless individuals and families it serves. Most importantly, the agency provides homeless individuals and families an opportunity to escape the plight of homelessness.

Vision: Motivated by the love of Jesus Christ, programs offered strive to meet the spiritual, emotional, social, and practical needs of all who enters its doors.

The Salvation Army has provided and continues to provide a diversity of projects and services with housing related activities in an effort to address the needs of the homeless population within its community. Such projects include (but are not limited to): Family Services, Thrift Store, Mat Program, Shelter Program, Community Meals and Soup Kitchen.



### **SECTION 3: Priorities Being Addressed**

Which of the following priorities of the Regional Municipality of Wood Buffalo's 10 Year Plan to End Homelessness will this project address?

*(Please check all that apply)*

- ☒ Education
- ☒ Change Management
- ☒ Prevention
- ☒ Re-housing
- ☒ Provision of Supports

Give additional information on how this project will address the selected priorities, in 300 words or less:

The Salvation Army's focus is in providing shelter, food, clothing and other supports (i.e. financial, Pastoral Counseling, etc.) to the community. The Salvation Army aims to deliver services in the forms of education, prevention, re-housing, change management, and provision of supports. The Salvation Army has made a concerted effort to educate the public (including landlords/property management) on the premise and benefits of the 10 Year Plan to End Homelessness. As well as, on the services and supports offered through its Community Service Centre to the homeless population. Moreover, The Salvation Army advocate and forge partnerships with pertinent service providers within the community in an effort to create comprehensive supports for clients and fulfill this initiative.

Preventing homelessness is key to the initiative of ending homelessness. To execute this priority, The Salvation Army has and continues to take steps to change the approach of homelessness from mere "management of" to "ending" homelessness. Through the coordination of services and resources, The Salvation Army works towards preventing homelessness from occurring.

The Salvation Army Housing First Program currently re-houses clients as needed due to breakdown in tenancy. The Salvation Army is doing its part to create change management within the Regional Municipality of Wood Buffalo. In so doing, The Salvation Army evaluates its service delivery approach regularly to ensure best practice. It has also made some concession for Housing First clients to receive clothing, and in some cases household items through and in some cases household items through its Thrift Store at no cost to the client. As well, The Salvation Army coordinates with other programs and departments, internally, to meet the needs of the clients it serves.

The Salvation Army has also partnered with various community services to ensure clients receive holistic services and supports. The Salvation Army sees the shift from "earned" housing towards Housing First as a benefit to clients success.

#### **SECTION 4: Proposed Activity/ Project Timeline**

**Please describe the Project** (e.g. Briefly describe what you intend to do in this project):

- *How does your project align with the Regional Municipality of Wood Buffalo's 10 Year Plan to End Homelessness?*

- *Elements of this section may be utilized in Schedule A of your contract. Please be specific.*

**In addition, please attach an up-to-date project logic model.**

Please see attached and up-to-date project Logic Model.

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 patrons to recognize their strengths and become self-sufficient.

The Salvation Army Housing First Program currently consists of a team of one Supervisor and two Coordinators. We are requesting increased funding to employ one supervisor and three case Coordinators who will support 22 existing clients with an expected caseload increase of 24 clients for a total of 46 clients, by the end of the 2017-2018 contract.

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 (Wood Buffalo Housing and Development Corporation) 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 clients' needs to various support services within our community.

The Salvation Army Housing First Program employs various methods, in-house, to assist clients in achieving success. These methods include but are not limited to Intensive Case Management through the assignment of a Case Coordinator and through support services (i.e. care package, transportation, Pastoral Counseling, etc.).



## **SECTION 5: Applicant's Background, Mandate and Expertise**

In 500 words or less, how does this project relate to and align with your organizational vision and mandate?

The Housing First Programs and the Community Plan on Homelessness initiative is in direct compliance with The Salvation Army's vision and mandate. The Salvation Army shares a common interest with the Alberta government plan to eradicate homelessness within its community. Through its mission statement, the 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 while empowering patrons to recognize their strengths and become self-sufficient. Furthermore, the Housing First Model identifies permanent, stable housing is a basic right, which complies with The Salvation Army's mission of meeting human need. This paradigm shift is also related to The Salvation Army's mission of being a transforming influence within communities. These philosophies are in accordance with the Housing First model as there is a shift in ideologies of "earned" housing and a move towards viewing housing as a "right". Thus, removing all preconditions to housing.

**SECTION 6: Past Projects with Housing Related Activities and Related Outcomes**

Have you previously been **unsuccessful** in implementing a program for the homeless population? If so, please explain:

All projects and services that the Salvation Army operate have been and continue to be successful and beneficial to the provision of the Housing First Program. These programs have aided in the successes of clients especially with the recent financial climate.

## **SECTION 7: Community Partnerships**

Please list community partners and indicate how they will support **this project**.

**Include their letter(s) of support.**

Please see attached letters of support.

The Salvation Army Housing First Program has partnered with various organizations within the community to ensure its clients receive the necessary services and supports required to achieve self-sufficiency. Through referrals, clients are connected with the various resources to address their needs and gaps in services.

Community partnerships are both formal and informal. The identified formal partnerships include: The Fort McMurray Food Bank Association and Choices (career counseling and ID program). These partnerships are formal in that there is contractual and/or other obligation to refer clients to these services as needed.

The informal partnerships are equally valuable, as the success of the client is dependent upon the cooperation of community services and supports. These partnerships include, but are not limited to: Alberta Health Services (Addictions, Mental Health, Assertive Outreach Services), CHOICES, Alberta Works, Wood Buffalo Housing and Development Corporation, The Centre of Hope, The YMCA of Wood Buffalo, The Wood Buffalo Wellness Society, Pastew Place Detox Centre, The Northern Regional Lights Hospital, Canadian Mental Health Association (CMHA), Canadian Mental Health Outreach (CMHO), NEFAN, Mark Amy Healing Centre, Assured Income for the Severely Handicapped (AISH), Unity House, The Municipality of Wood Buffalo, The Government of Alberta, and The Salvation Army Rehabilitation Centre (Edmonton and Calgary locations).

**SECTION 8: Sustainability and Viability**

A. Is this project currently operating?

Yes

B. Will this project be ongoing?

Yes

C. Are there other sources of funding supporting this project? If so, list:

No

D. If approved, how will funding be sustained after the contract end date?

Funding will be required to deliver this project.

E. Do you agree to use the Provincial data system provided to track data from your program?

Yes



# HOUSING FIRST/SALVATION ARMY

Logic Model

Inputs	Outputs		Outcomes - Impact		
	Activities	Participation	Short Term	Medium Term	Long Term
<b>What we invest:</b> * People: Executive Director Program Coordinator Housing First Supervisor 3 Housing First Coordinators 45 Chronic Homeless Adults Volunteers Program Partners RMWB Program Mangers, Consultants, Evaluators Mat Program, supervisor & staff Shelter Program, supervisor & staff * Salvation Army & Resources Housing Facilities, Rental Apartments (private & public), Room Rentals WBHADC, \$ 1050511.00 in annual funding	<b>What we do:</b> Increased understanding of best practices and ongoing research in respect to Housing First among Salvation Army/ Housing First Supervisor and Coordinators  <b>INTAKE:</b> Accept referrals from Centralized Intake Warm transfers Meet with new clients  <b>CASEMANAGEMENT:</b> Seek out landlords/accomodations House clients in units of their choice Purchase furniture and client needs Home visits weekly or more as required Refer clients to appropriate service providers Accompany clients to appointments as required Encourage, support and advocate for Clients Discharge, planning & coordination  <b>EVALUATION:</b> SPDATS and INTAKE interviews completed File monitoring program, evaluation, exit interviews ETO case notes, referrals and dismissals Filing and documentation Reporting to RMWB as required  <b>PARTNERING:</b> Partner with health, education, social services  <b>FRAMEWORK FOR PRACTICE:</b> Motivational Interviewing used by supervisor and case coordinators Harm Reduction Model	<b>Who we reach:</b> 45 chronic homeless who are facing high acuity served within a one year time Landlords Service Providers Community Funding sources Evaluators	<b>What the short term results are:</b> Ongoing partnerships built with 22 clients Ongoing partnerships built with service providers. New partnerships built with landlords.  Coordinators are trained in Motivational Interviewing Clients are connected with funding sources Rent supplements are in place  Clients are connected with community partners Rapid re-housing takes place  Clients housed and maintain housing Support for ending homelessness  Clients complement	<b>What the Intermediate results are:</b> New partnerships built with 23 new clients for a total of 45 clients Ongoing partnerships with service providers Inventory of Landlords built Coordinators are using Motivational Interviewing Quarterly meetings with community partners are held Clients become stable in their housing Clients begin to address issues that are impacting their ability to remain housed. Clients beging to address their mental issues Clients seek out treatment, mental health services. to address their alcohol and drug Clients are becoming employable Increase in successful graduates Rapid rehousing	<b>What the ultimate impact is</b> Of 45 clients, 85% are housed for a period of 9 months Successful graduates  <b>DECREASE IN:</b> Use of emergency services, ambulance, emergency room, hospital use & other emergency services also a decrease in with involvement with law enforcement, courts & the legal system, & shelters.  <b>INCREASE IN:</b> Social participation Recreation and Cultural activities Stabilized Housing Ongoing involvement with the community & its agencies

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.

External Factors: Lack of appropriate housing; Lack of "affordable housing" so clients can become self-sufficeint and pay their rent when Housing First is no longer there; Landlords don't agree to rent to Housing First clients ; Clients missing in action; Lack of appropriate funding

Evaluation: SPDAT'S, Interviews, File Monitoring, Filing and Documentation, Referrals and Dismissals, ETO case notes, Reporting