

## **City of San Bernardino – Request for Proposals (RFP) for Homeless Street Outreach**

### **The Salvation Army Homeless Street Outreach (HSO) Program**

#### **EXECUTIVE SUMMARY**

The Salvation Army (TSA) requests funding from the City of San Bernardino in the amount of \$1,500,000 to deliver the proposed Homeless Street Outreach (HSO) program, in accordance with the required scope of work as described in the Homeless Street Outreach Request for Proposals (RFP). The proposed period of performance is April 17, 2023 (date by which the City seeks to begin services) through April 16, 2026.

The HSO program will model TSA's successful Dignity Health Mobile Street Outreach program, which operated under contract with Dignity Health from 2020 to 2022 and continues to operate in San Bernardino. If awarded, the HSO program would be a significant expansion of the existing program, due to the increased staffing, resources, and additional services to be provided. Primary components of the proposed program will include outreach and engagement, rapid response, intensive case management, and multi-disciplinary team meetings. Additionally, TSA proposes to incorporate a secondary model, "A Way Back Home," a family and support system reunification program, which has been implemented by TSA in other communities.

The HSO program will be conducted by the following team: one Business Administrator; one Director of Programs; one Assistant Program Manager; one Outreach & Engagement Coordinator; three Outreach Navigators; and three Outreach Advocates. The program will operate under the direction of the Business Administrator, with programmatic supervision by the Director of Programs. Overall supervision will be provided by the Corps Officer in charge of TSA's San Bernardino Corps. TSA anticipates a high level of collaboration with the office of City of San Bernardino Housing and Homelessness Director as well as other city staff and service providers in the community, with which TSA already holds strong relationships.

TSA is committed to operating the program according to evidence-based practices and policies, including Housing First and other core practices including the following: low barrier, housing-focused, trauma-informed, individualized/client-centered, and need-based. Descriptions relative to how these core practices will be implemented are provided further in this proposal.

TSA is extremely experienced in the provision of street outreach for unsheltered individuals and families experiencing homelessness. Locally, TSA is familiar with the San Bernardino County Continuum of Care Written Standards for homeless services delivery, including street outreach. These standards for service delivery will be incorporated into the proposed program.

TSA has the organizational capacity to fulfill the City's scope of work for the HSO program and looks forward to a continuing collaboration with the City to facilitate clients' exit from homelessness toward a path of increased self-sufficiency, permanent housing, and long-term stability.

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## The Salvation Army Homeless Street Outreach (HSO) Program

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**The Salvation Army Homeless Street Outreach (HSO) Program**

**IDENTIFICATION OF PROPOSER**

Legal Name of Proposer: The Salvation Army

Addresses:

The Salvation Army  
Western Territorial Headquarters (legal address)  
30840 Hawthorne Boulevard  
Rancho Palos Verdes, CA 90275

The Salvation Army  
Southern California Divisional Headquarters (administrative oversight)  
16941 Keegan Avenue  
Carson, CA 90746

The Salvation Army  
San Bernardino Hospitality House (program site)  
925 W. 10<sup>th</sup> Street  
San Bernardino, CA 92411

Legal form of company: Non-profit Corporation

Proposed representative to contact concerning the proposal submittal:

Steven Pinckney  
Business Administrator  
The Salvation Army San Bernardino  
838 Alta Street, Redlands, CA 92374  
Phone: 909-792-6868  
Email: [steven.pinckney@usw.salvationarmy.org](mailto:steven.pinckney@usw.salvationarmy.org)

California Business License Number (California Franchise Tax Board Entity ID#): 0078321

## **STAFFING RESOURCES**

### **a. Firm Staffing and Key Personnel**

- (i) ***Provide the number of staff to be assigned to perform the Services and the names/discipline/ job title of each as well as your firm's capacity to provide additional personnel as needed.***

The Salvation Army (TSA) proposes ten (10) staff to perform the Homeless Street Outreach (HSO) program services for the City of San Bernardino as outlined below. Three of the positions are already filled and two others are in the process of being filled, as noted below. Staff will be hired for the remaining five positions, should the City select TSA as the operator of this program.

- Business Administrator (1 FTE at 10% program allocation) - Steven Pinckney
- Director of Programs (1 FTE at 12.5% program allocation) - Naomi Goforth-Kuhlman
- Assistant Program Manager (1 FTE at 12.5% program allocation) - Jose Gonzalez
- Outreach & Engagement Coordinator (1 FTE at 75% program allocation) - Vacant; offer to candidate in progress
- Outreach Navigator/Case Managers (3 FTE at 75% program allocation) - Vacant; offer to one of three candidates in progress
- Outreach Advocate/Peer Advocate (3 FTE at 75% program allocation) - Vacant

Should TSA be chosen as the service provider to administer the HSO program, the additional five staff are able to be hired and trained in quick succession prior to the City's established date to begin administering services (April 17, 2023). TSA has already been interviewing potential candidates and has a pool of qualified individuals to draw from and the ability to interview for additionally needed staff if selected. As a recent provider of street outreach services, TSA has management structures and operational policies and procedures in place to implement the proposed expanded program within the City's program timeframe. TSA's Southern California Divisional Headquarters (located in Carson, Los Angeles County), which oversees organizational activities in nine counties throughout Southern and Central California, is fully supportive of the proposed program expansion. The Human Resources Department at Divisional Headquarters will serve in facilitating the hiring of the necessary additional personnel.

- (ii) ***Identify three (3) persons that shall be principally responsible for working with the City. Indicate the role and responsibility of each individual. If the Proposer is chosen as a finalist, these principal individuals must attend the interview and in-person presentation.***

- Major Isaias Braga, Corps Officer, The Salvation Army San Bernardino – As officer in charge of all operations of The Salvation Army in San Bernardino,



primary responsibilities for the HSO program will include oversight of the program as a whole, budgeting, and administration of the grant funds.

- Steven Pinckney, Business Administrator, The Salvation Army San Bernardino – Responsible for all functions of HSO program staffing, operations, financial responsibility and program compliance.
- Naomi Goforth-Kuhlman, Director of Programs, The Salvation Army San Bernardino - Program Oversight and Structure; responsible for overall program operations, including quality assurance and improvement, consistency of services, ongoing training, and supervision of staff, facilitates partnerships with stakeholders, data tracking and performance outcomes.

**(iii) *Describe proposed team organization, including identification and responsibilities of key personnel. Please include one-page resumes.***

- Steven Pinckney - Business Administrator – (10% or 4 hours per week dedicated to City HSO program): Responsible for all functions of HSO program staffing, operations, financial responsibility and program compliance.
- Naomi Goforth-Kuhlman - Director of Programs (12.5% or 5 hours per week dedicated to City HSO program): Program oversight and structure; responsible for overall program operations, including quality assurance and improvement, consistency of services, ongoing training, and supervision of staff, facilitates partnerships with stakeholders, data tracking and performance outcomes.
- Jose Gonzalez - Assistant Program Manager (12.5% or 5 hours per week dedicated to City HSO program): Under the supervision of the Director of Programs, assists with program oversight and overall program operations. Supports staff in managing schedules and staffing coverage, acquiring supplies and items, and assists with property issues which impact program operation and function.
- Vacant (in process of hiring candidate) - Outreach & Engagement Coordinator (75% or 30 hours per week dedicated to City HSO program) - Assists with program oversight and structure, facilitating of partnerships with stakeholders, data tracking and performance outcomes.
- Vacant (one of three in process of being hired) - Outreach Navigators/Case Managers (3 each at 75% or 30 hours per week dedicated to City HSO program) - Intensive Case Management (case load of 15-20), Rapid Response, MDT Team Meetings, additional Individualized Services
- Vacant - Outreach Advocates/Peer Advocates (3 each at 75% or 30 hours per week dedicated to City HSO program) - Outreach & Engagement, Rapid Response, MDT Team Meetings, Additional Individualized Services

Please note that program allocation for the City HSO program is proposed at 75% for the Outreach & Engagement Coordinator, Outreach Navigators, and Outreach Advocates, as 25% of these positions' time is anticipated to be dedicated to TSA's HSO program outside of the City of San Bernardino (throughout San Bernardino County).

Please see enclosed resumes for existing key staff as well as job descriptions for all unfilled positions of other key staff. Additionally, a program organizational chart is included with this proposal for reference.

***(iv) Provide brief biographies of individuals that shall be working directly with the City.***

- Major Isaias Braga, Major Braga, currently the Corps Officer in charge of Salvation Army operations in San Bernardino, has been a Salvation Army officer for over 25 years, serving the underprivileged. He is originally from Brazil and has previously served in Torrance and Redondo Beach, CA; Broomfield and Fort Collins, CO; Seattle metro in Renton, WA; and overseas in Brazil. Major Braga currently leads Salvation Army operations in San Bernardino, CA. He is trilingual (English, Spanish, and Portuguese). His experience includes large grants administration, a wide range of social services, including case working for homeless individuals and families, households experiencing food and housing insecurity, children's character development programs, large food bank operations management, multimillion-dollar budgeting responsibilities, and other responsibilities as needed in a given community. Major Braga is driven by a desire to help people and considers himself fortunate to have numerous opportunities of service in San Bernardino.
- Steven Pinckney: Steven is currently the Business Administrator of The Salvation Army's San Bernardino operations. Steven attended San Bernardino Unified Schools from Kindergarten through high school graduation. His schools included Bonnie Oehl Elementary, Serrano Middle School, and San Geronimo High School. After sporadically attending Crafton Hills and San Bernardino Valley College, Steve pursued a career as a journeyman meat cutter for Stater Bros. Markets, and then as an Account Executive and Sales Manager in the Mortgage Banking Industry. During Steve's time in the Mortgage Banking Industry he worked in Virginia, Florida, and South Orange County. In 2013, Steve returned to the Inland Empire, and began his quest for a college degree by enrolling in San Bernardino Valley College. Upon graduation from SBVC with an AA-Transfer Degree in Communications, Steve then enrolled at CSUSB where he continued his track for a communications degree with his concentration in Public Relations. While pursuing his degree, Steve was named Outstanding Student in Public Relations and graduated cum laude in 2017 with his degree in Communications. After graduation, Steve decided he wanted to stay in the Inland Empire and take on a job that would allow him to give back to the community in which he was raised. Today, Steve serves the Inland Empire in his role as Business Administrator for The Salvation Army San Bernardino Corps. He works with many city organizations and entities to serve people in the communities who need shelter, food, training, employment and education. He sees this as his most important work and remains dedicated to giving back to his community through his work with The Salvation Army.
- Naomi Goforth-Kuhlman: Naomi is currently the Director of Programs for The Salvation Army of San Bernardino. The most recent five years have been spent as the Director of Programs for multiple Homeless and Social Service Programs

administered in San Bernardino County, with current responsibility for development, implementation, and oversight for operational and programmatic elements of the following: Hospitality House Emergency Shelter and Transitional Living programs, Men's Transitional Living program, Community Meals, and Homeless Street Outreach. An additional seven years were served at other Salvation Army or non-profit programs in the Southern California, inclusive of additional experience in the areas of homelessness, behavioral health, substance use, social, and non-profit services. Naomi holds an AA Degree in Social Services and Non-Profit Management, certificates as a behavioral health technician and medication technician, is a state certified Domestic Violence and Human Trafficking advocate, with training and additional education in non-profit management, trauma informed care, behavioral health intervention, social services, homeless services, ministry, and substance abuse services. Currently, she is in process of evaluation through the National Advocate Credentialing Program (NACP) to become credentialed as service provider to those victimized by crime and working toward her SSI/SSDI Outreach, Access, and Recovery (SOAR) certification. Prior to entering the field of Social Services 12 years ago, Naomi worked in the fields of Health and Wellness and Mass Communications. Being an individual who directly benefitted from Salvation Army services herself, Naomi believes in and champions a mission of transformative and restorative social services. She is a strong voice and advocate for anyone enduring life's struggles and her passion is seeing individuals thrive by experiencing restoration, wholeness, self-sufficiency and wellness in all areas of their lives.

- Jose Gonzalez, Assistant Program Manager - Jose is a graduate of TSA's Adult Rehabilitation Center (ARC). Upon completion of the ARC, Jose transitioned into TSA's Men's Transitional Living Center called Path to Prosperity (PTP). While at PTP Jose enrolled and then graduated from San Bernardino Valley College with an AA degree in Sociology. Upon completion of his AA degree, Jose went to work at PTP as a case manager while he continued his educational journey at Cal State University San Bernardino and graduating with a BA in Sociology. Jose then transferred into his current role as Assistant Program Manager.

**b. Subcontractors**

- (i) *The Proposer shall identify functions that are likely to be subcontracted and identify the subcontractor(s) that is anticipated to perform each function, if known at this time.*

No subcontractors are anticipated for the proposed program.

## **Steven Pinckney**

E: [stevenpinckney051@gmail.com](mailto:stevenpinckney051@gmail.com) \* M: 909-991-5666 \* Highland, CA 92346  
linkedin.com/in/stevenpinckney

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### **Communications & Business Sales**

Experienced **Business/Public Relations Professional** who has developed successful B2B client base that grew from zero to \$148,400,001 in annual sales. Worked with Direct Supervisor to plan and direct business plan to merge San Bernardino/Redlands Corps - Business/Public Relations programs designed to create and maintain a favorable public image for The Salvation Army. **Core competencies include:**

Interpersonal Communication\* Project Management\* Client Relations\* Grant Writing \* Grant Billing  
\*Public Relations & Donor Relations \*Special Event Planning\* Fund Raising\* Non-Profit Specialist\*  
Detail-Oriented\*Problem Solving Skills

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### **PROFESSIONAL EXPERIENCE**

#### **THE SALVATION ARMY- San Bernardino, CA 2016– Present**

One of the largest charitable organizations in the world, The Salvation Army operates in communities across the United States. This includes food distribution, disaster relief, rehabilitation centers, and a wealth of children's programs. Eighty- two cents of **every** dollar we spend supports our various missions.

#### **Business Administrator 2021- Present**

Perform Business Duties: Drive and supervise positive business growth, detect wastage and improve efficiency, oversee day-to-day business activities, oversee building and maintenance projects, introduce and implement innovative short and long-term business goals, liaise with Advisory Board, staff and donors, negotiate and approve agreements, oversee and manage budget activities, harmonize organizational activities, evaluate and enhance employee performance.

#### **Office Manager 2016 - 2021**

Perform administrative support: Dealing with correspondence, complaints and queries, preparing letters, presentations, and reports, basic bookkeeping (submitting invoices for payment, receiving and depositing income, etc.) Maintain the daily operation of the administrative office. Manage and coordinate volunteer(s). Coordinate program registrations and activity forms for various events.

- Promoted to Business Administrator

#### **NEW CENTURY FINANCIAL SERVICES \* 2001 - 2008**

New century was the second-biggest subprime mortgage lender in the United States. It had a focus on lending to borrowers unable to qualify under traditional, more stringent criteria due to a limited or blemished credit history.

#### **Area Sales Manager**

Responsible for overseeing the sales operation in the Orange County, CA area. Maintaining and increasing sales by servicing the needs of existing customers and increasing client base throughout assigned territory. Grew assigned territory from zero to \$148,400,001 in annual sales and showed the ability to work calmly under pressure.

- Trained, mentored, and managed sales team to successfully prospect new clients, generate wholesale loan submissions and strategically manage pipeline.
  - Reached the targets and goals that were set for area by demonstrating the ability to motivate and lead a team.
  - Top Producer- Qualified for every sales contest and attended all sales incentive trips.
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### **EDUCATION**

**Bachelor of Arts in Communications** (*cum laude*)

**California State University, San Bernardino \* San Bernardino, CA 2017**

### **TECHNICAL SKILLS**

Proficient in Microsoft Office Suite: advanced Excel \* Word \* Power Point

# Naomi Goforth

Cell:(310)808-7143

uncut.wellness4life@gmail.com

## **SUMMARY**

A skilled professional accustomed to working in fast-paced, structured and demanding, yet rewarding environments. Experienced in the areas of leadership, accountability and, demanding, high intensity environments. Knowledgeable due to hands-on experience with social service programs, grant acquisition and administration, non-profit management, behavioral health and substance abuse services, individuals experiencing homelessness, victim/survivor advocacy, grant management, mass communications and ministry. Committed to supporting a team environment, willing to learn and dedicated to service of others and the community.

## **EMPLOYMENT**

2023-Current The Salvation Army Director of Programs  
2018-2022 The Salvation Army Hospitality House Shelter, Transitional Living and Community Meal- Program Manager  
2017-2018 The Salvation Army Transitional Living Center-Case Manager  
2016-2017 Behavioral Health Services- Adolescent Substance Abuse Counselor  
2015-2016 Volunteers of America - Intake/Case Management  
2015 Fitness 19-Club Coordinator  
2014-2016 The Vet Hunters Project- Veterans Advocate  
2014-2015 The Salvation Army-Community Center Urban Ministry Director  
2012-2014 The Salvation Army- Social Services/Ministry Internship  
2011-2012 The Salvation Army-Human Resource Management  
2010-2011 LA Fitness-Personal Trainer  
2006-2010 United States Marine Corps

## **VOLUNTEER SERVICE**

### *Current Volunteer Service*

2017 to current Students Run LA-Race Day Operational Support  
2016-Current The Deserted Military M/C- Merry Little Toy Run (Christmas Toy Collection)  
2014-Current TrueAdopt-Birth Mother Peer Support ,  
2012-Current Special Olympics San Gabriel Valley-Track and Field Event Support

### *Past Volunteer Service*

2016-2018 Red Bucket Equine Rescue- General Tasks  
2016-2017 Priceless Pets Rescue- General Tasks

## **EDUCATION & QUALIFICATION**

### *Current Enrollment*

SAMSHA- SSI/SSDI Outreach, Access, and Recovery (SOAR) Certification program  
National Advocate Credential Program- Pending application for Credential as a National Advocate for victims of crime

### *Completed Education & Qualification*

Office for Victims of Crime Training & Technical Assistance Center- Victim Assistance Training Completion toward Credential  
National Elite Medical Academy- Medication Technician Certification  
Addition Training Academy- Behavioral Health Technician Certification  
FEMA Emergency Management Institute- Basics, Intro to Incident Command, NIMS, National Response Framework  
Transformation Academy-Health & Nutrition Coach  
Mt. San Antonio College- Substance Abuse Counseling  
Mt. San Antonio College- Domestic Violence Victim Advocate Certification  
Family Assistance Program- Human Trafficking Advocate Certification  
Salvation Army College for Officers Training- AA Social Work/Ministry  
Int. Sports Sciences Assoc., American Council of Exercise, Nat. Council on Strength and Fitness- Certified Trainer •  
Defense Information School- Video Production and Documentation, Certificate of Completion  
Dallastown Area High School- High School Diploma



### Position Description

<b>Position Title: Business Administrator</b>	<b>Date: 12/6/2021</b>
<b>Salary Grade: Exempt</b>	<b>Division/Department: San Bernardino</b>
<b>Employment Classification: Full Time</b>	<b>Reporting Status: Corps Officer(s)</b>

### 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.

### Position Summary

He/she will work in close cooperation with the Corps Officer(s) and staff to support the administration and business of The Salvation Army in the San Bernardino Corps and community. He/she will oversee all financial, personnel, and business operations of the Corps and Hospitality House, including but not limited to property and facilities, contracts/agreements/grants/outside funding, advisory board, community engagement, volunteers, human resources, social services, and daily operations.

### Essential Functions

**Properties:** Administrate and oversee all properties under the control of San Bernardino Corps, (at present: 838 Alta Street, Redlands; 925 W. 10<sup>th</sup> Street, San Bernardino; 730 Spruce Street, San Bernardino; 7053 Peasant View Ln, Highland; 295 N Leland Norton Way, San Bernardino).

- Oversee permits and safety codes for all properties of The Salvation Army, San Bernardino Corps.
- Work with all contracted professionals (architects, realtors, contractors, etc.)
- Research vendors to guarantee The Salvation Army is obtaining the highest quality work. Evaluate the selection of bids and recommend the most competitive.
- Oversee submission and status of all TSAMM items dealing with property & HR matters.
- Organize Property proposals/presentations for Commanding Officer and Advisory Board for submittal to DHQ/THQ for final approval.
- Work with all facility Directors and employees to ensure that facilities are receiving regular maintenance and are in good repair.
- Work with all facilities/quarters to arrange service calls are scheduled at the appropriate time, and work is done in an acceptable manner.
- Oversee all repairs/upgrades for all properties.
- Oversee the landscaping of facilities ensuring general appearance is in good order.
- Oversee and maintain inventories of all equipment and furnishings, associated with the San Bernardino Corps.
- Be the direct contact with the Properties Department at DHQ/THQ for any property issues regarding the properties under the San Bernardino Corps.

12/6/2021



**Advisory Board:** Work with Commanding Officer(s) in every aspect of Advisory Board.

- Work with AB Chair, Committee Chairs, and Commanding Officer to schedule all Advisory Board and Committee Meetings. Send out invites and ensure membership of all upcoming dates and events. Work with Commanding Officer and Chairs to develop agendas for AB meetings.
- Work with each Committee Chair to ensure they have information needed to conduct successful Committee Meetings. Work with each Committee and Advisory Board in all fundraisers and projects.
- Be responsible for accurate and complete minutes of all meetings.
- Prepare monthly budget reports to be presented to the Advisory Board Finance Committee
- Function as Corps contact for all Advisory Board members with any questions or concerns.

**Community Engagement/Donor Relations:** Work directly with the Commanding Officer(s) to engage in the community and help generate support of The Salvation Army.

- Arrange, schedule, and conduct tours of facilities for various community leaders and donors.
- Work closely with organizations such as: University of Cal State San Bernardino, Stater Bros. Markets, Amazon, FedEx, Under Armor and local schools.
- Work with Commanding Officer(s) to increase donor base through mail appeal, grants, service clubs, and other public relations related areas.
- Publicize to our service areas the services we offer, including but not limited to: Christmas Distribution, Summer Camp, Food Pantry and Troops.

**Volunteer Coordinator:** Develop, maintain, and oversee an active volunteer base for The Salvation Army San Bernardino Command.

- Develop a means for steady supply of quality volunteers through organizations such as Amazon, Cal State San Bernardino, local high schools, service clubs, churches, and County Programs. Source and recruit volunteers through various techniques (databases, email, social media etc.)
- Recruit, or research funding for, a volunteer coordinator.
- Communicate frequently with volunteers to ensure they are satisfied and well-placed. Disseminate information for upcoming actions and events
- Work with all facilities to maintain the volunteer force needed both daily, and for special events. Coordinate teams of volunteers for large-scale actions.
- Ensure the volunteer base for Christmas is in place: (Bell Ringers, Christmas Distribution Day, Angel Tree Program).
- Arrange for appropriate training when needed.
- Manage and supervise placement of all volunteers daily. Keep detailed records of volunteer's information and assignments.
- Ensure that the purpose of the organization and its actions are clearly communicated.

**Social Services:**

- Oversee all aspects of Social Services work to ensure assistance is provided without discrimination to those in need.
- Work with Organizations affiliated with The Salvation Army and Corps Officers regarding all Seasonal Activities and Programs i.e. Toy drives, Angel Tree, Seasonal Food Collection, Back to School Supply drives and Food Distribution.
- Oversee management of the Corps Food Pantry- staffing incl. volunteers, maintaining stats, publicity, controlling inventory and ordering product when needed.
- Supervise Summer Camp signups and scholarships.



**San Bernardino Corps Business and Administrative Office:** Supervise daily operations of all Corps Business Operations

- Oversee all spending invoices and billing for all operations, and assure proper financial handling and accounting
- Oversee all ordering of operational supplies
- Prepare and review annual budgets for both Corps Community Center and Hospitality House
- Develop, monitor, and maintain all systems and procedures associated with effective Human Resource operations. Review and enforce policies and procedures as directed by DHQ/THQ.
- Ensure that new employees are trained appropriately and evaluated by supervisors, including 90-day and Annual Performance Reviews.
- Ensure ongoing training and development of staff, as required.
- Oversee detailed written employee 'Conference Reports' and 'Warning Notices' as needed. Work closely with DHQ to proceed in accordance with proper Labor Law.
- Ensure that each department is on track to meet all financial goals
- Direct team or group leaders in all activities and operations. Motivate workers through positive feedback. Ensure workers have the resources to complete their work.
- Prepare reports for management.
- Update job knowledge by participating in educational opportunities and participating in professional organizations.
- Act as point person in engaging partners and potential partners to add value to The Salvation Army and all operations.
- Oversee and review of all contracts or agreements that pertain to all programs/facilities under the San Bernardino Corps.
- Ensure all vendors being used by the San Bernardino Corps have been vetted, are licensed and approved by DHQ/THQ.
- Work with Government Agencies to ensure that all contracts are being handled correctly and forwarded to DHQ/THQ when appropriate.
- Work with Director of Hospitality House, and DHQ/THQ, to make sure The Salvation Army is meeting all guidelines for grants and contracts.
- Be the liaison with DHQ/THQ for any correspondence regarding contracts/agreements.
- Ensure all contracts/agreements are in the best interest of The Salvation Army.
- Maintain proper log of all contracts/agreements with all renewal/expiration dates and ensure all application/renewal deadlines are met.
- Ensure proper reporting and drawdowns are completed as directed by grant.
- Oversee all Grants and Outside Funding Sources (i.e. United Way, EFSP, ESG Funding) for the operations of the San Bernardino Corps, Hospitality House, Social Services operations, and programs
- Actively research new grant opportunities.
- Develop effective grant proposals and grant reports based on the organizational requirement, and include accurate and pertinent information in the proposal or application.
- Submit proposals within deadlines. Oversee and manage all TSAMM submissions regarding General and Local Grants, ESG Funds, United Way and EFSP Funds
- Keep all statistics and records related to Grant or Funding Sources
- Ensure timely reporting to all entities to fulfill all requirements of each Awarded Grant and Funding Source. Assist various department staff in writing periodic reports to comply with grant requirements
- Ensure that all reports to DHQ and THQ have been submitted at conclusion of Grant or Funding Sources.



### Working Conditions

Ability to walk, stand, bend, squat, climb, kneel, and twist on an intermittent or sometimes continuous basis. Ability to be able to lift up to 10lbs. Ability to grasp, push, pull objects such as files, file cabinets drawers and reach overhead. Ability to operate computer, fax and telephone.

Minimum Qualifications	Skills, Knowledge & Abilities
<ul style="list-style-type: none"><li>• Bachelor's Degree in related business education or equivalent work experience.</li><li>• Leadership qualities should be strong, and he/she must have the ability to organize and direct others.</li><li>• Must be a licensed driver and complete The Salvation Army Driver Safety Course.</li></ul>	<p><b>Software-related Skills:</b> Microsoft Word and Excel required, Lotus Notes, working knowledge of integrated database applications and ability to use new software programs with basic training.</p> <p><b>Work Environment:</b> The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.</p> <p><b>Language Skills:</b> Must be able to understand, follow and give both written and oral instructions and be able to give presentations and be comfortable with public speaking. The employee must be able to use speech and hearing for ordinary and telephone conversation.</p> <p><b>Mathematical Skills:</b> Must be able to perform simple calculations (addition, subtraction, multiplication, and division) and apply concepts such as ratios and percentages in practical situations.</p> <p><b>Performance Skills:</b> Must be creative, self-motivated, organized, flexible and possess leadership skills.</p>

Employee Signature

Date

Print Name

This position description has been assigned to indicate the general nature and level of work performed by employees in this classification. It is not designated to contain or be interpreted as a comprehensive inventory of all responsibilities and qualifications required of employees assigned to this position.



Position Description	
<b>Position Title: Director of Programs</b>	<b>Date: 02/07/2023</b>
<b>Salary Grade:</b>	<b>Division/Department: California South / San Bernardino</b>
<b>Employment Classification: EXEMPT</b>	<b>Reporting Status: Business Administrator</b>

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.

Position Summary
Working as part of a multidisciplinary team, the Director of Programs is responsible for evaluating and directing the care and supervision of clients, and staff, for all social service programs. The Director formulates and plans all phases of programs and oversees program operations in accordance with Salvation Army policies and procedures, and contract regulations. The Director engages in the execution of programs, continually evaluates the effectiveness of the services that are provided and seeks new funding opportunities to fulfill community needs and professional development. The Program Director encourages community participation and support of programs within local command.

Essential Functions
<ol style="list-style-type: none"> <li>1. Monitor, implement and enforce policies and procedures of all residential and community based social service programs: Hospitality House Emergency Shelter &amp; Transitional Living Program, Community Meal, Men's Annex and Dignity Health Mobile Street Outreach.</li> <li>2. Ensure compliance with laws and regulations that govern programs.</li> <li>3. Ensure appropriate program documentation per policy, procedure and funding guidelines is collected, maintained, and retained.</li> <li>4. Ensure accuracy of records, evidence of goal completion, and compilation of data for reporting purposes.</li> <li>5. Update and ensure information provided to clients and public accurately reflects services provided.</li> <li>6. Participate in quality management meetings by providing up to date information on program outcomes as required by funding contracts and agencies.</li> <li>7. Oversee and regularly audit information collection as required within HMIS, Wellsky, Connect IE and any additional internal/external databases.</li> <li>8. Assist in preparation for inspections, reviews, internal and external audits.</li> <li>9. Perform routine inspection of facilities which house programs.</li> <li>10. Recruit, screen, develop, supervise, discipline, educate, train, and manage staff associated with programs.</li> <li>11. Provide monthly supervision for program leads and regularly evaluate their performance in accordance with program and organization goals.</li> <li>12. Facilitate Monthly program meetings to facilitate training, growth, education, encouragement, team building and direction for Program teams.</li> <li>13. Ensure scheduling of staff as per programs requirements and appropriate ratios.</li> <li>14. Compile and maintain statistics as required by The Salvation Army.</li> <li>15. Attend all local CoC, County, City and Divisional Headquarters meetings.</li> <li>16. Ensure HIPPA and confidentiality compliance regarding all client matters.</li> <li>17. Monitor and control all expenditures of programs and grant expensing, keeping track of budget constraints and maintaining programs within budget.</li> <li>18. Process, investigate, and resolve all grievances, allegations or suggestions received from clients,</li> </ol>

employees, funding sources, local community and DHQ.

19. Meet with Corps Officers and Business Administrator regarding status of Programs and prepare reports for review or dissemination at the request of Corps Administration.
20. Maintain confidentiality and social service code of ethics.
21. Provide "On Call" or as needed support and response to emergency situations that requires Director or key staff to be present.
22. Maintain safe and sacred boundaries with program participants and staff members.
23. Perform all other duties as assigned related to your scope of work to include responsibilities at various locations within San Bernardino area administration.

#### Working Conditions

1. Ability to speak, sit, walk, stand, bend, climb, kneel, and twist on an intermittent basis; to grasp, reach, handle, finger, push or pull objects, sometimes on a continuous basis.
2. Ability to lift up to 50 lbs., or more with assistance.
3. Ability to operate a motor vehicle in daylight, darkness, or in inclement weather conditions.

#### Minimum Qualifications

1. Bachelor's Degree in Social Work, Human Services or Related field. (Master's degree preferred) and combined 5 years' experience in residential and community based social services for adults and youth. Applicable work experience in lieu of formal education will be considered.
2. A minimum of three years program management and staff supervision experience preferred.
3. Prior experience with individuals who are justice involved, experiencing homelessness, in varying stages of substance abuse recovery and mental illness.
4. Three years of Case Management and information management system experience preferred.
5. Excellent written and verbal communication skills in English.
6. Must be able to pass a satisfactory background check, maintain a valid Class C California Driver's License, pass a TSA Driving Test and maintain a clean MVR

#### Skills, Knowledge & Abilities

1. Working knowledge of The Salvation Army Adult Rehabilitation Centers and varying stages of recovery from substance abuse.
2. Knowledge of sensitivity regarding issues of trauma, homelessness, mental illness, and substance abuse.
3. Ability to adapt and lead system change as Programs evolve.
4. Ability to supervise staff to effectively manage multiple projects in a high-performance environment.
5. Ability to direct the work of others.
6. Ability to maintain and supervise the maintenance of client and grant records.
7. Ability to operate general office equipment and Microsoft Office programs.
8. Willing and able to maintain confidential information in accordance with Salvation Army and industry standards.
9. Completion of Decision Driving, PTM & Sexual harassment Trainings within 30 days of hire.
10. Ability to work harmoniously and professionally with Officers, supervisors, coworkers, residents, and the public.
11. Excellent problem-solving skills.

Employee Signature

Print Name

Date

This position description has been assigned to indicate the general nature and level of work performed by employees in this classification. It is not designated to contain or be interpreted as a comprehensive inventory of all responsibilities and qualifications required of employees assigned to this position.



### Position Description

<b>Position Title: Assistant Program Manager</b>	<b>Date: 10/1/21</b>
<b>Salary Grade: \$25.00</b>	<b>Division/Department: So Cal / San Bernardino Hospitality House</b>
<b>Employment Classification: Hourly</b>	<b>Reporting Status: Program Manager</b>

### Mission Statement

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### Position Summary

The Assistant Program Manager works under the supervision of the Program Manager to supervise program and operational functions of the Hospitality House structure.

### Essential Functions

1. Supervise program and operational functions of Hospitality House to include Facilities, Residents, Staff, Maintenance and Equipment.
2. Type correspondence, memos, reports, and bulletins as directed.
3. Arrange meetings, schedules, and appointments.
4. Develop and maintain files pertaining to safety, maintenance, equipment and facilities.
5. Discusses problem areas or concerns with Program Manager regarding staff performance, quality of work, attendance, client related situations or other related matters.
6. Review screening list of those seeking services and ensure waitlist is up to date with accurate information.
7. Complete data entry as necessary in information management systems and spot .
8. Review resident information on rosters/forms for accuracy.
9. Oversee Resident house duties and regular room checks.
10. Coordinate and maintain good communication with local community partners and service providers.
11. Schedule, attend and participate in case conference regarding progress of residents, new admissions, referrals, and discharges.
12. Maintain up-to-date inventory resource opportunities for residents. Verify that resources staff are providing to residents are up to date and accurate.
13. Prepare work orders, supply orders, requests for service, etc. as needed or requested in a timely manner.
14. Provide referrals to residents for community-based services which aide in their stability.
15. Cross-train with staff to provide the necessary support and knowledge required in their absence.
16. As needed attend meetings, appointments and other engagements that pertain to resident case plan resolution.
17. Review and maintain records regarding reports made for welfare or safety reasons as per policy.
18. Reviews files and other documents pertaining to client case files (electronic and hard copies) for completeness, and adherence to standard procedures.
19. Substance screening
20. Ensures that staff responsible for invoices and receipts related expenditures are processed in a timely manner and maintain accurate record of documentation.
21. Provide transportation to residents when necessary.
22. Maintain confidentiality and social service code of ethics.
23. Maintain safe and sacred boundaries with program participants and staff members.



24. Perform all other duties as assigned related to your scope of work to include responsibilities at various locations within San Bernardino area administration.

#### Working Conditions

1. Ability to speak, sit, walk, stand, bend, climb, kneel, and twist on an intermittent basis; to grasp, reach, handle, finger, push or pull objects
2. Ability to lift up to 20 lbs., or more with assistance.
3. Ability to operate a motor vehicle in daylight, darkness, or in inclement weather conditions.

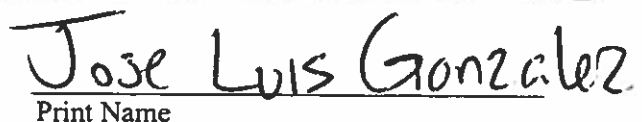
#### Minimum Qualifications

1. Associate's degree with major study in social work, human services, or related field, or two-years of experience working with similar populations. Applicable experience in lieu of formal education will be considered.
2. HMIS software or other information management system experience preferred
3. Experience and working knowledge of mental health, substance abuse, and dual diagnosis treatment philosophies, and modalities.
4. Current CPR Certificate and First Aide Certificate preferred.
5. Bilingual (Spanish) preferred but not required.
6. Experience working with individuals who are experiencing homelessness
7. Experience working with people at varying stages of recovery from substance abuse and different levels of mental health.
8. Experience working with families, particularly those who have experienced various forms of trauma.

#### Skills, Knowledge & Abilities

1. Ability to drive and maintain a valid Class C California Driver's License, pass a TSA Driving Test, and maintain a clean MVR.
2. Ability to pass a complete and satisfactory background check.
3. Skill and ability to maintain confidential information in accordance with Salvation Army and industry standards.
4. Ability to complete Decision Driving, PTM & Sexual harassment Trainings within 30 days of hire.
5. Knowledge of Computer systems, specifically Microsoft Word and Excel.
6. Ability to email, fax, operate copy/print/scan machine as well as general office equipment.
7. Ability to work harmoniously and professionally with supervisors, coworkers, residents, and the public.
8. Excellent problem-solving skills.
9. Excellent written and verbal communication skills in English.
10. Knowledge of ethics and integrity as per Social Service Code of ethics.

  
Employee Signature

  
Print Name

  
Date

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### Position Description

<b>Position Title: Outreach &amp; Engagement Coordinator</b>	<b>Date: 10/1/22</b>
<b>Salary Grade: \$21.00</b>	<b>Division/Department: Southern California/San Bernardino</b>
<b>Employment Classification: Non-exempt</b>	<b>Reporting Status: Hospitality House Program Mgr.</b>

### 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.

### Position Summary

The Outreach and Engagement Coordinator is a housing focused outreach position which oversees outreach and engagement within the San Bernardino County area. The function of Outreach and Engagement is to provide mobile, field-based services to individuals experiencing homelessness within San Bernardino County. The primary objective of this position is to support individuals experiencing homelessness in greater self-sufficiency toward permanent housing through engagement, resource referrals and linkage to services, local engagement collaboration with community partners.

### Essential Functions

1. Maintains a service and referral information list of partners within San Bernardino County.
2. Engages persons without homes in the San Bernardino area to initiate contact, develop rapport, and assess for service needs.
3. Evaluate immediate needs such as crisis intervention, medical attention, showers, clothing, food, emergency shelter, etc.
4. Evaluate for appropriate triage or linkage to housing, health, employment, education and financial resources to help resolve homelessness and refer to community partners.
5. Work in collaboration with other local outreach teams to schedule collaborative events for provision of whole person care in the field.
6. Coordinate with Departments such as Library, Public Works, Transitional Assistance, Police, Fire, Public Defender, Parks and Recreation to support with resource education to staff and linkage to services.
7. Coordinate with medical, behavioral health, correctional institutions, and other residential facilities to provide information regarding local resources which may be of benefit to individuals with planning or upcoming exit/discharge.
8. Regularly engages with landlords, property management groups and county wide room and board collaborative groups.
9. Coordinate and collect necessary data for reporting purposes and submit within required Information Management Systems (WellSky, Clarity, ODIN, etc.), maintain data quality and complete submission of reporting as requested.
10. Attend local Homeless Coalition, Collaborative Partner, Continuum of Care and other meetings which pertain to services, systems and resources for individuals experiencing homelessness as required.
11. Provide transportation to support stabilization efforts as necessary.
12. Maintain vehicles in safe operating condition and keep maintenance logs up to date.
13. Maintain confidentiality and social service code of ethics.
14. Maintain safe and sacred boundaries with program participants and community partners.
15. Perform all other duties as assigned related to your scope of work.

### **Working Conditions**

While performing the duties of this job, the employee is regularly required to sit; use hands and fingers; handle or feel; reach with hands and arms; talk; and hear. The employee is frequently required to walk, balance, stoop, kneel, and/or crouch. The employee must occasionally lift and/or move up to 15 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and ability to adjust focus. Keyboard data entry required.

<b>Minimum Qualifications</b>	<b>Skills, Knowledge &amp; Abilities</b>
<ol style="list-style-type: none"><li>1. Associates Degree OR equivalent work and educational experience combination required.</li><li>2. A minimum of one year of related work experience with individuals experiencing homelessness required.</li><li>3. A minimum of one year of Case Management experience required.</li><li>4. Experience conducting street outreach, engagement within homeless facilities and working with other providers such as police, churches, hospital hospitals preferred.</li><li>5. Ability to drive and maintain a valid Class C California Driver's License, pass a TSA Driving Test and maintain a clean MVR required.</li><li>6. Must be able to pass a complete and satisfactory background check.</li><li>7. Current CPR Certificate and First Aide Certificate preferred.</li></ol>	<ol style="list-style-type: none"><li>1. Knowledge of or experience with mainstream benefits and services provided within the County of San Bernardino.</li><li>2. Experience working with individuals who are experiencing homelessness, justice involved and living with behavioral health diagnosis.</li><li>3. Excellent problem-solving skills.</li><li>4. Ability to work collaboratively with others on a team.</li><li>5. Uses good time management skills and resources to balance responsibilities.</li><li>6. Experience operating general office equipment to include computers. Familiarity with Microsoft Office programs preferred.</li><li>7. Ability to email, fax, operate copy/print/scan machine.</li><li>8. Willing and able to maintain confidential information in accordance with Salvation Army and industry standards.</li><li>9. Ability to work harmoniously and professionally with Officers, supervisors, coworkers, residents, and the public.</li><li>10. High ethics and integrity as per Social Service Code of ethics.</li></ol>

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Employee Signature

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Print Name

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Date

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3/1/2018



### Position Description

<b>Position Title: Outreach Navigator</b>	<b>Date: 10/1/22</b>
<b>Salary Grade: 19.00</b>	<b>Division/Department: Southern California/San Bernardino</b>
<b>Employment Classification: Non-exempt</b>	<b>Reporting Status: Outreach &amp; Engagement Coordinator</b>

### Mission Statement

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### Position Summary

The Outreach Navigator is a housing focused outreach position which conducts outreach and engagement within the San Bernardino County area. The function of Outreach Navigator is to provide mobile, field-based services to individuals experiencing homelessness within San Bernardino County. The primary objective of this position is to support individuals experiencing homelessness in greater self-sufficiency toward permanent housing through engagement, resource referrals and linkage to services, and collaboration with community partners.

### Essential Functions

1. Work under the direction of the Outreach and Engagement Coordinator and alongside all other San Bernardino County Salvation Army staff.
2. Engage persons without homes in the San Bernardino area to initiate contact, develop rapport, and assess for service needs.
3. Evaluate immediate needs such as crisis intervention, medical attention, showers, clothing, food, emergency shelter, etc.
4. Evaluate for appropriate triage or linkage to housing, health, employment, education and financial resources to help resolve homelessness and refer to community partners.
5. Work in collaboration with other local outreach teams to schedule collaborative events for provision of whole person care in the field.
6. Collect necessary data for reporting purposes and submit within required Information Management Systems (WellSky, Clarity, ODIN, etc.), maintain data quality and complete submission of reporting as requested.
7. Maintain weekly contact with clients while they are working on initial assessment, linkage, housing readiness and other goals or objectives which are a part of their case plan.
8. Provide formal and informal referral to community resources or other supportive services.
9. Participate in training and meetings as assigned.
10. Perform other administrative and operational functions as requested.
11. Provide transportation to support stabilization efforts as necessary.
12. Maintain vehicles in safe operating condition and keep maintenance logs up to date.
13. Maintain confidentiality and social service code of ethics.
14. Maintain safe and sacred boundaries with program participants and community partners.
15. Perform all other duties as assigned related to your scope of work.

### Working Conditions



While performing the duties of this job, the employee is regularly required to sit; use hands and fingers; handle or feel; reach with hands and arms; talk; and hear. The employee is frequently required to walk, balance, stoop, kneel, and/or crouch. The employee must occasionally lift and/or move up to 15 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and ability to adjust focus. Keyboard data entry required.

Minimum Qualifications	Skills, Knowledge & Abilities
<ol style="list-style-type: none"> <li>1. Relevant degree or certification preferred. In lieu of Degree, 2 plus years equivalent work and educational experience combination required.</li> <li>2. A minimum of one year of related work experience with individuals experiencing homelessness required.</li> <li>3. A minimum of one year of Case Management experience required.</li> <li>4. Experience conducting street outreach, engagement within homeless facilities and working with other providers such as police, churches, hospital hospitals preferred.</li> <li>5. Ability to drive and maintain a valid Class C California Driver's License, pass a TSA Driving Test and maintain a clean MVR required.</li> <li>6. Must be able to pass a complete and satisfactory background check.</li> <li>7. Current CPR Certificate and First Aide Certificate preferred.</li> </ol>	<ol style="list-style-type: none"> <li>1. Knowledge of or experience with mainstream benefits and services provided within the County of San Bernardino.</li> <li>2. Experience working with individuals who are experiencing homelessness, justice involved and living with behavioral health diagnosis.</li> <li>3. Excellent problem-solving skills.</li> <li>4. Ability to work collaboratively with others on a team.</li> <li>5. Uses good time management skills and resources to balance responsibilities.</li> <li>6. Experience operating general office equipment to include computers. Familiarity with Microsoft Office programs preferred.</li> <li>7. Ability to email, fax, operate copy/print/scan machine.</li> <li>8. Willing and able to maintain confidential information in accordance with Salvation Army and industry standards.</li> <li>9. Ability to work harmoniously and professionally with Officers, supervisors, coworkers, residents, and the public.</li> <li>10. High ethics and integrity as per Social Service Code of ethics.</li> </ol>

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Employee Signature

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Print Name

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Date

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3/1/2018



### Position Description

<b>Position Title: Outreach Advocate</b>	<b>Date: 2/15/2023</b>
<b>Salary Grade: \$17.00</b>	<b>Division/Department: Southern California/San Bernardino</b>
<b>Employment Classification: Non-exempt</b>	<b>Reporting Status: Outreach &amp; Engagement Coordinator</b>

### Mission Statement

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### Position Summary

The Outreach Advocate is a housing focused outreach position which conducts outreach and engagement within the San Bernardino County area. The function of Outreach Advocate is to assist with mobile, field-based services to individuals experiencing homelessness within San Bernardino County. The primary objective of this position is to assist with support of individuals experiencing homelessness in greater self-sufficiency toward permanent housing through engagement, resource referrals and linkage to services, and collaboration with community partners.

### Essential Functions

1. Work under the direction of the Outreach and Engagement Coordinator, as a pair team with an assigned Outreach Navigator, alongside all other San Bernardino County Salvation Army staff.
2. Engage persons without homes in the San Bernardino area to initiate contact, develop rapport, and assess for service needs.
3. Evaluate immediate needs such as crisis intervention, medical attention, showers, clothing, food, emergency shelter, etc.
4. Evaluate for appropriate triage or linkage to housing, health, employment, education, and financial resources to help resolve homelessness and refer to community partners.
5. Work in collaboration with other local outreach teams and support collaborative events for provision of whole person care in the field.
6. Collect necessary data for reporting purposes and submit within required Information Management Systems (WellSky, Clarity, ODIN, etc.).
7. Maintain weekly contact with clients while they are working on goals or objectives which are a part of their case plan.
8. Provide peer support to individuals who are unhoused.
9. Provide formal and informal referral to community resources or other supportive services.
10. Participate in training and meetings as assigned.
11. Perform other administrative and operational functions as requested.
12. Provide transportation to support stabilization efforts as necessary.
13. Maintain vehicles in safe operating condition and keep maintenance logs up to date.
14. Maintain confidentiality and social service code of ethics.
15. Maintain safe and sacred boundaries with program participants and community partners.
16. Perform all other duties as assigned related to your scope of work.

### Working Conditions

While performing the duties of this job, the employee is regularly required to sit; use hands and fingers; handle or feel; reach with hands and arms; talk; and hear. The employee is frequently required to walk, balance, stoop, kneel, and/or crouch. The employee must occasionally lift and/or move up to 15 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and ability to adjust focus. Keyboard data entry required.

Minimum Qualifications	Skills, Knowledge & Abilities
<ol style="list-style-type: none"> <li>1. High School Diploma/GED or equivalent.</li> <li>2. Relevant education in the medical, behavioral health, substance abuse, health and human services, and areas of homeless service provision preferred.</li> <li>3. A minimum of two years of related work experience with individuals experiencing homelessness or relatable life experience required.</li> <li>4. Experience providing case management or supportive services to individuals in need.</li> <li>5. Experience conducting street outreach, engagement within homeless facilities and working with other providers such as police, churches, hospital hospitals preferred.</li> <li>6. Ability to drive and maintain a valid Class C California Driver's License, pass a TSA Driving Test and maintain a clean MVR required.</li> <li>7. Must be able to pass a complete and satisfactory background check.</li> <li>8. Current CPR Certificate and First Aide Certificate preferred.</li> </ol>	<ol style="list-style-type: none"> <li>1. Knowledge of or experience with mainstream benefits and services provided within the County of San Bernardino.</li> <li>2. Experience working with individuals who are experiencing homelessness, justice involved and living with behavioral health diagnosis.</li> <li>3. Excellent problem-solving skills.</li> <li>4. Ability to work collaboratively with others on a team.</li> <li>5. Uses good time management skills and resources to balance responsibilities.</li> <li>6. Experience operating general office equipment to include computers. Familiarity with Microsoft Office programs preferred.</li> <li>7. Ability to email, fax, operate copy/print/scan machine.</li> <li>8. Willing and able to maintain confidential information in accordance with Salvation Army and industry standards.</li> <li>9. Ability to work harmoniously and professionally with Officers, supervisors, coworkers, residents, and the public.</li> <li>10. High ethics and integrity as per Social Service Code of ethics.</li> </ol>

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

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3/1/2018

### **FISCAL STABILITY**

The Salvation Army's fiscal stability is demonstrated by the enclosed Audited Financial Statements for Fiscal Year 2021 for the Southern California Division (within which the proposed San Bernardino program operates). Also provided is a letter from the Southern California Division's Divisional Secretary for Business relative to the City of San Bernardino's request for either a credit report or letter from a financial institution stating a current line of credit.



# **The Salvation Army**

## *Southern California Division*

16941 Keegan Avenue, Carson, CA 90746  
(562) 436 7000 • [socal.salvationarmy.org](http://socal.salvationarmy.org)

William Booth  
*Founder*

Brian Peddle  
*General*

Douglas Riley  
*Territorial Commander*

John Chamness  
*Divisional Commander*

February 17, 2023

Michelle Parra  
Buyer  
City of San Bernardino  
Purchasing Department  
290 North D Street  
San Bernardino, CA 92401

**RE: City of San Bernardino – Request for Proposals for Homeless Street Outreach (RFP F-23-30) – Fiscal Stability**

Dear Ms. Parra:

This letter is in response to the City of San Bernardino's request for evidence of fiscal stability, specifically, the instructions in the above-referenced RFP for bidders to provide "a current report from any commercial credit rating service such as Dunn and Bradstreet or Experian; or a letter from a financial institution stating a current line of credit."

The Salvation Army takes its mission and stewardship responsibilities very seriously. To that end, it manages resources in a conservative manner and always tries to serve as many people as possible while using its assets in the most efficient and productive ways. One of the methods The Salvation Army uses to keep costs as low as possible is by avoiding interest and other costs whenever possible. To that end, The Salvation Army does not currently utilize open lines of credit.

The latest audited financial statement (Fiscal Year 2021) for The Salvation Army Southern California Division (previously, the California South Division, as indicated in the statement) is provided as evidence of fiscal stability.

Sincerely,

J. Koebel, Captain  
Divisional Secretary for Business

## **EXPERIENCE AND TECHNICAL COMPETENCE**

### **a. Experience**

- (i) *The Proposer shall provide a description of how the Proposer's experience, technical and professional skills will meet the goals and fulfill the general functions identified in this RFP.*

The Salvation Army (TSA) of San Bernardino's Business Administrator and Director of Programs, with direct support provided by The Salvation Army Southern California Divisional Social Services staff, will collectively ensure all goals, objectives and general functions outlined in the RFP will be fulfilled.

TSA's relevant experience in San Bernardino is provided as follows:

- In 2018, TSA was awarded HEAP funds through the County of San Bernardino, which were utilized in part to provide Street Outreach, Intensive Case management and Rapid Re-housing services to individuals who were unhoused as well as others who were classified as either homeless or at-risk of homelessness.
- In early 2020, TSA was awarded funding through Dignity Health regionally in San Bernardino to administer Mobile Street Outreach Services through a Homeless Health Initiative Grant. Street outreach services were further supported and strengthened, resulting in service being ongoing to present day.
- Since July 2020, TSA has a dedicated 2-person Mobile Street Outreach team whose provision of services is through a mobile case management vehicle outfitted with technology and space to administer services that meet immediate needs and provide intensive case management to increase self-sufficiency toward long term stability.
- In early 2021, San Bernardino City developed a Multi-Disciplinary Homeless Outreach Collaborative between local service providers (including TSA), waste management, local law enforcement and city representatives.
- In 2023, TSA was awarded funding through a contract with San Bernardino County for a HUD Emergency Solutions Grant for Street Outreach to enhance and continue operations of this program.

TSA has significant experience and is willing to operate as a lead and participating entity in joint efforts to address homelessness issues within the San Bernardino City area. Existing outreach efforts of TSA have continued through a collaborative approach between the City of San Bernardino, San Bernardino City Animal Control, San Bernardino City Police Department, San Bernardino County Sheriff's HOPE team, Central City Lutheran Mission, Dignity Health, Catholic Charities, and San Bernardino County InnRoads. These efforts are often conducted jointly with various other private, non-profit, and public entities. Specific experience with collaborative outreach efforts, either coordinated by TSA or by other agencies includes ongoing interagency

referrals for services and client assistance; and participation in Inter Agency meetings (monthly County and regional homelessness meetings), which provide a forum for collaborating agencies to develop strategies and assist clients within the County. TSA in San Bernardino is an active participant in the Continuum of Care (CoC), local HMIS, and the CoC's Pathways Network, the coordinated intake and referral system, as well as the Connect IE.

(ii) ***Describe the experience of the staff to be assigned to perform the Services in performing similar services.***

- Steven Pinckney, Business Administrator – Experienced in overseeing all functions of San Bernardino programs and administration. Supervises all programs and staff. As a function of position, plans, writes, and implements budgets, contracts and grants, as well as monitors all fiscal and business activity. Coordinates community-based partner relationships with local city, county and federal entities, and local advisory board collaboration to foster support, compliance and community involvement for The Salvation Army.
- Naomi Goforth-Kuhlman, Director of Programs – Experienced in overseeing, developing, evaluating and managing Social Service programs, operations and procedures for the following programs: Street Outreach (Dignity Health Mobile Outreach), Emergency Shelter, Transitional Living and Community Meal Programs. As a function of position, supervises operations, oversees outreach, screening, admission, assessment, case planning and ongoing case management of clients in various programs. In collaboration with Business Administrator, assists with planning, writing and implementation of budgets, contracts and grants. Regularly engages in building and strengthening community and partner relationships and provides education on the organization's programs and developments. As part of the local Homeless Provider network, participates in the development of local policies and procedures, and interdisciplinary meetings or collaborations within the City and County of San Bernardino to support effective service delivery.
- Jose Gonzalez, Assistant Program Manager – Experienced with program oversight and overall program operations of the Hospitality House Emergency Shelter and Transitional Living Programs, Community Meal and Homeless Street Outreach. Supports staff of programs in managing schedules, acquiring supplies and items which programs need to function, and works with local vendors/companies to address property issues which impact program operation and function. Additionally, Assistant Program Manager is responsible for completion of training necessary to step in and fulfill program roles in the absence of staff, or staffing coverage being required.
- Outreach Advocates (3 to be hired) will meet the criteria outlined, including: high school diploma/GED with two years' experience working with homeless individuals or

relatable life experience; excellent written and verbal communication and interpersonal skills, and proven ability to collaborate with community partners; ability to pass background check; bi-lingual English/Spanish preferred; availability to work evenings, weekends, or on call rapid response ability and provide services to clients at numerous locations within the City of San Bernardino; proficiency in Microsoft Office applications and HMIS (applicants otherwise appropriate for the position but without this experience will receive training from TSA prior to commencement of job responsibilities and direct oversight and assistance for the first three months of employment).

- Outreach Navigators/Case Managers (3 to be hired) will meet the minimal criteria outlined above for Outreach Advocate in addition to Associates Degree or Certificate in related field OR experience equivalent to same level of education, minimum three years work experience of similar capacity and function; current and verifiable training (minimum of entry level) in one of the following areas of expertise-medical, mental health, substance abuse, vulnerable populations, victim services, experience conducting street outreach activity, demonstrated ability to apply harm reduction, motivational interviewing and trauma informed techniques, as well as an in-depth knowledge of the CoC and issues faced by homeless individuals and other marginalized populations in crisis (or will receive intensive training related to these issues from TSA prior to commencement of job responsibilities). Outreach Case Managers will work a flexible schedule, allowing for early morning, early evening, weekend, or on call rapid response hours as appropriate to the outreach activities identified as most appropriate to engage unsheltered homeless and meet program goals and objectives.
- Outreach & Engagement Coordinator (1 in process of being hired) will meet all criteria outlined above in addition to a minimum 3 years in leadership of project of similar size and scope.

For additional information relative to existing staff experience, please see enclosed resumes.

- (iii) ***The Proposer shall state the number of years the firm has conducted business. Proposer must have at least four (4) years' experience in providing the required scope of Services for public clients.***

TSA has been providing outreach services to the unsheltered in San Bernardino City since its establishment in Southern California in 1887; however, focus in this area increased in 2018 due to increased need for services.

- (iv) ***Provide three (3) references regarding the Proposer's experience and performance performing similar service. Include the following information: contact name, e-mail, phone number, project size and description, if applicable, and description of services.***



## Reference #1

### *Dignity Health*

Contact 1 of 2: Christian Starks – Director of Community Health  
christian.starks@commonspirit.org  
(909)881-4345

Contact 2 of 2: Kathleen McDonnell - Director Mission Integration  
(909)475-5083  
kathleen.mcdonnell@commonspirit.org

- Project Name: Dignity Health Mobile Outreach
- Dates work performed: Contract July 2020-July 2022, with commitment to continue services for 1 year post contractual obligation.
- Summary of Scope of Services: Mobile, Housing First, person-centered, strengths-based approach to help persons experiencing homelessness connect with service providers and increase their housing stability. Two staff were hired specific to this program in addition to a Mobile Outreach van purchased and outfit to facilitate program. Program components included outreach/ engagement, assessment, individualized case planning, intensive case management, multiple-disciplinary team meetings, resource and referral, and heavy reliance on leverage of community network to assist the client with finding housing or other more advanced needs. Clients are then periodically re-assessed to gauge progress and identify any changes in their needs until such time as they wish to discontinue services or have successfully improved their self-sufficiency, or ideally housing and long-term stability.
- Project Cost: \$107,291

## Reference #2

### *San Bernardino County*

Contact: Stephanie Bruce - Community Revitalization Chief  
(909)645-6645  
stephanie.bruce@cao.sbcounty.gov

- Project Name: San Bernardino County ESG Homeless Street Outreach
- Dates Performed Work: Under current contract until 08/31/2023
- Summary of Scope of Services: Provision of Street Outreach and Engagement within the County of San Bernardino as per Emergency Solutions Grant funding parameters. Program components include outreach/engagement, assessment, individualized case planning, intensive case management, multiple-disciplinary team meetings, resource and referral, and heavy reliance on leverage of

community network to assist the client with finding housing or other more advanced needs. Clients are periodically re-assessed to gauge progress and identify any changes in their needs until such time as they wish to discontinue services or have successfully improved their self-sufficiency, or ideally housing and long-term stability.

Reference #3

*San Bernardino City Council*

Contact: Damon Alexander - San Bernardino City Council Member

(909)754-1511

alexander\_da@sbcity.org

*San Bernardino City Animal Control*

Kristine Watson

(909)384-1304 x1515

watson\_kr@sbcity.org

- Summary Scope of Work: In early 2021, San Bernardino City developed a Homeless Outreach Collaborative between local service providers, waste management, local law enforcement and city representatives. TSA was a main partner in the collaboration, which was spearheaded by the City. This required multi-disciplinary collaborations. As a result, TSA has continued to be a willing and capable partner with the City's new administration, Housing and Homelessness team, to engage in Street Outreach activities.

**(v) *Describe the Proposer's local experience and knowledge of City.***

TSA has extensive experience operating programs and services for persons experiencing homelessness in the city of San Bernardino. Its Emergency Shelter and Transitional Living programs have been a regular recipient of HUD Emergency Solutions Grant funding consistently for the past four years through the City of San Bernardino, for eligible Emergency Shelter activities. Street outreach services within the City increased in 2018 with the award of a contract through San Bernardino County for HEAP funds, which included the ability to administer services through Rapid Re-housing to unhoused individuals who qualified and in 2020 with funding through a Dignity Health contract regionally to administer Mobile Street Outreach Services through their Homeless Health Initiative Grant. Concurrently, in 2021, San Bernardino City developed a Homeless Outreach Collaborative between local service providers, waste management, local law enforcement and city representatives. TSA was a main service provider and partner in the collaboration with the collaborative. This partnership required working directly with the City Manager's office and city representatives in a multi-disciplinary team meeting monthly, to address goals and objectives as well as determine collaborative solutions to address homelessness within the city. Additionally, regular partnership with San Bernardino City Police Department, San Bernardino City Animal Control, and code

enforcement occurred during outreach and engagement to homeless encampments to support individuals engaged with and develop a rapport toward provision of services, referrals, and assistance with resolving homelessness. Specific partnerships between TSA and San Bernardino City based service partnerships which are a part of collaborative and ongoing efforts include the following: Central City Lutheran Mission, Catholic Charities, Community Action Partnership of San Bernardino, Dignity Health-St. Bernardines, Dignity Health-Community Hospital, Restoring Hope, San Bernardino City Unified School District-ATLAS department, Children's Fund, Arrowhead United Way, Santa Claus Inc., Inland County Legal Solutions, Mary's Mercy Center, Family Assistance Program, Option House, San Bernardino City Mission, Victory Outreach, Set Free and San Bernardino Community College District. As a result, TSA has continued to be a strong partner with the City's new administration and Housing and Homelessness team to reach out to homeless individuals and assess their individual needs, address emergency housing needs, gain access to services, make the transition to permanent/independent living and prevent future returns to homelessness (specific goals within the City Consolidated Plan). This includes responding to San Bernardino City Homeless Services Coordinator and Deputy Director of Housing and Homelessness requests to conduct outreach, respond to CRM reports, and work with collaborative partners the City has suggested to engage with in outreach events or efforts.

**b. Project Specific Experience**

- (i) *The Proposer shall provide a description of the three most relevant service contracts held within the last five years, one page per project . . .*

Please see following three pages for relevant service contracts.

Project Specific Experience #1: San Bernardino City ESG contract for Emergency Shelter

- (a) Role of the firm: Provide essential needs, low-barrier, housing First and person-centered, Emergency Shelter to families with children and single adult/unaccompanied women.
- (b) Dollar value of the services: \$87,624
- (c) Dollar value of the fee: Newly awarded Contract with initial billing for eligible services pending.
- (d) Description of services: Target population for Residential Services include single-unaccompanied adult women, and families with children. The total capacity for combined Hospitality House residential programs is 82 beds (21 rooms), but is often over capacity (95 maximum) due to cribs and family size. The Hospitality House also provides a community meal six evenings a week for those experiencing food insecurity. Program components included assessment, individualized case planning, intensive case management, housing navigation, employment assistance, financial readiness, resource and referral, and heavy reliance on leverage of community network to assist clients with finding housing or other more advanced needs. Clients are periodically re-assessed to gauge progress and identify any changes in their needs until such time as they wish to discontinue services or have successfully improved their self-sufficiency, or ideally obtained housing and long-term stability.
- (e) Staffing: 12 staff performed direct services for this project.
- (f) Duration of providing services: 07/01/2021-06/30/2022
- (g) Relationship to client: Emergency Shelter, Case Management, Housing Navigation, Service Navigation, Essential Services
- (h) Contact name, position, entity name, telephone number, fax number and e-mail address:

Michael Huntley, Director  
City of San Bernardino  
(909)384-3329  
huntley\_mi@sbcity.org

Project Specific Experience #2: San Bernardino County ESG contract for Street Outreach

- (a) Role of the firm: Provide essential needs, Housing First and person-centered, engagement, peer support and case management to individuals and families who are unhoused. Additionally, connect with service providers and increase individuals support system, self-sufficiency, and stability, focused toward obtaining and maintaining stable permanent housing.
- (b) Dollar value of the services: \$112,442
- (c) Dollar value of the fee: Newly awarded contract with initial billing for eligible services pending.
- (d) Description of services: Program components include outreach/engagement, assessment, individualized case planning, intensive case management, collaborative meetings, resource and referral, and heavy reliance on leverage of community network to assist clients with finding housing or other more advanced needs. Clients are periodically re-assessed to gauge progress and identify any changes in their needs until such time as they wish to discontinue services or have successfully improved their self-sufficiency, or ideally housing and long-term stability.
- (e) Staffing: Three staff have allocated focus and provide direct services through this program.
- (f) Duration of providing services: 02/01/2023-08/31/2023
- (g) Relationship to client: Homeless Outreach, Case Management, Engagement, Service Navigation, Essential Services
- (h) Contact name, position, entity name, telephone number, fax number and e-mail address:

Stephanie Bruce, Community Revitalization Operations Chief  
San Bernardino County Community Revitalization  
(909)645-6645  
[stephanie.bruce@cao.sbcounty.gov](mailto:stephanie.bruce@cao.sbcounty.gov)

Project Specific Experience #3: Dignity Health Mobile Outreach contract for Street Outreach

- (a) Role of the firm: Mobile outreach, Housing First, person-centered, strengths-based approach to help persons experiencing homelessness connect with service providers and increase their housing stability.
- (b) Dollar value of the services: \$107,291
- (c) Dollar value of the fee: \$107,291
- (d) Description of services: Program components included outreach/engagement, assessment, individualized case planning, intensive case management, multiple-disciplinary team meetings, resource and referral, and heavy reliance on leverage of community network to assist the client with finding housing or other more advanced needs. Clients are then periodically re-assessed to gauge progress and identify any changes in their needs until such time as they wish to discontinue services or have successfully improved their self-sufficiency, or ideally housing and long-term stability. 251 unhoused individuals were engaged within the final contract year, and 100 clients were intensively case managed with 82 obtaining stability in permanent housing over the course of the two-year contract period.
- (e) Staffing: Two staff were hired specific to this program in addition to a Mobile Outreach van purchased and outfit to facilitate all functions of program.
- (f) Duration of providing services: Contract July 2020-July 2022, with commitment to continue services for 1 year post contractual obligation.
- (g) Relationship to client: Homeless Outreach, Case Management, Engagement, Service Navigation, Essential Services
- (h) Contact name, position, entity name, telephone number, fax number and e-mail address:

Nicole Wilson, Project Manager, Community Homeless Health  
Common Spirit/Dignity Health  
(323)717-5025  
[nicole.wilson900@commonspirit.org](mailto:nicole.wilson900@commonspirit.org)

(ii) *If any of the following has occurred, please describe in detail:*

- (a) *Failure to enter into a contract or professional services agreement once selected.* N/A
- (b) *Withdrawal of a proposal as a result of an error.* N/A
- (c) *Termination or failure to complete a contract.* N/A
- (d) *Debarment by any municipal, county, state, federal or local agency.* N/A
- (e) *Involvement in litigation, arbitration or mediation. Conviction of the firm or its principals for violating a state or federal antitrust law by bid or proposal rigging, collusion, or restrictive competition between bidders or proposers, or conviction of violating any other federal or state law related to bidding or professional services performance. Knowing concealment of any deficiency in the performance of a prior contract.* N/A
- (f) *Falsification of information or submission of deceptive or fraudulent statements in connection with a contract.* N/A
- (g) *Willful disregard for applicable rules, laws or regulations.* N/A

c. **Technical Competence**

(i) *Description of in-house resources (i.e., computer capabilities, software applications, modem protocol, modeling programs, etc.)*

TSA has two existing Homeless Street Outreach personnel with appropriate in-house technological resources already in place. As this program requires additional staffing and resources, the following is proposed to provide appropriate tracking and reporting for the proposed HSO program: purchase of 1 printer/scanner/copier, 3 laptop computers, and stipend funds for mobile phone utilization (internal stipend paid to staff required to utilize their cell phones for work purposes). TSA already is an active user of HMIS and has multiple office spaces available with Internet access for outreach staff to use as needed (though would seek additional City office spaces as well, if available).

(ii) *Ability to draw upon multi-disciplinary staff to address the Services requested in this RFP.*

As the proposed HSO program will require substantial coordination to successfully carry out the scope of work, TSA will rely upon TSA San Bernardino leadership (Corps Officer in charge) as well as other support staff not specifically referenced in this proposal, though identified in the organizational charts. Support for the HSO program will come from the local level at TSA's San Bernardino operations as well as at the Divisional Headquarters level (administration staff at the headquarters office in Carson, Los Angeles County). This includes the professional services of Divisional directors and support staff in the departments of Social Services, Program, Business, Legal, Property, Human Resources, Fund Development, Information Technology, and other resources. The Salvation Army understands the layers of support necessary from all levels of the organization to effectively operate its social services programs and best meet the needs of the clients served.

## **PROPOSED METHOD TO ACCOMPLISH THE WORK**

*Describe the technical and management approach to providing the Services to the City. Proposer should take into account the scope of the Services, goals of the City, and general functions required. Include a draft first year schedule of tasks, milestones, and deliverables that will provide for timely provision of the Services. In reviewing the scope of Services and goals described in Exhibit “A”, the Proposer may identify additional necessary tasks and is invited to bring these to the City’s attention within the discussion of its proposed method to accomplish the work.*

The Salvation Army (TSA) is already firmly established as a collaborative partner within the City and County of San Bernardino and has referral relationships in place to make appropriate linkages and referrals for clients assisted through the proposed HSO program. Although it is understood that protocol for filling shelter/navigation center vacancies is still being developed, it is relevant to note that TSA has experience with making case presentations to prioritize services to the most vulnerable households, inclusive of placement in permanent housing as appropriate.

The proposed HSO program will also benefit from existing shelter, community meal, social service assistance (Homeless Prevention, Rapid Re-housing, utility assistance) and food pantry programs operated by TSA County-wide through contracts with the County, State, surrounding cities, EFSP local board and other private entities. An additional direct benefit to the HSO program will be from the existing collaborative relationships developed by TSA within the City of San Bernardino and service providers regionally as there is an active ability to link homeless clients to appropriate supportive services. These existing and increasing connections to community and access to services in our clients’ journey to increased self-sufficiency, permanent housing and long-term stability is of paramount importance.

TSA will model the proposed Homeless Street Outreach program on its successful Dignity Health Mobile Street outreach program, which was in operation in San Bernardino through a contract with Dignity Health from 2020-2022. Additionally, TSA will utilize a secondary model, “A Way Back Home” reunification program. A Way Back Home found great success when implemented in San Diego County through collaboration between TSA, the local region of providers, and the worldwide network of TSA officers and personnel. Additionally, TSA currently holds contracts with the County of San Bernardino Continuum of Care and is familiar with and currently operates using the CoC’s Written Standards for homeless services delivery, to include HSO. These standards for service delivery will be incorporated into the proposed HSO program.

The proposed HSO Program will utilize the existing TSA management structure within San Bernardino County, which currently includes the Business Administrator, Director of Programs, Assistant Program Manager, and a two-person street outreach team consisting of the Outreach & Engagement Coordinator and Outreach Navigator (positions in the process of being filled). This program will be strengthened considerably and able to operate in an increased capacity to deliver program elements outlined in the scope of work by adding five new members to its team (two additional Outreach Navigators and three Outreach Advocates), making the total number of dedicated HSO personnel ten (10). This program will operate out of TSA’s existing facilities in San Bernardino (including Hospitality House on 10<sup>th</sup> Street, Path to Prosperity on Spruce Street,



as well as a storage facility where the program's supplies will be located. The program will operate under the direction of TSA San Bernardino's Business Administrator, with programmatic supervision by the Director of Programs and additional support from the Assistant Program Manager.

Through initial and ongoing training, professional development, and continuing education activities overseen by the Director of Programs along with the Outreach & Engagement Coordinator, TSA will ensure that the proposed HSO team maintains knowledge of the San Bernardino area, including City policies related to the provision of services for the homeless and of general principles and practices related to street outreach, counseling, case management and intervention, housing, health/mental health, substance use disorder assessments, interventions, and programs and services. Existing and ongoing collaborative efforts and coordinative activities will additionally ensure that the HSO team remains current and knowledgeable about local housing and social services programs, public benefits, community resources, referrals, and service linkages.

The proposed program will operate out of existing Salvation Army facilities, with office space available for the HSO team to meet for weekly case conferencing, as well as space to facilitate MDT meetings among collaborative partners and City staff. If additional office/meeting spaces were to be available from the City, TSA would seek to use those spaces as well, as needed. Additionally, TSA proposes the purchase of two vans for necessary transportation to be conducted by the HSO team.

Primary components of the proposed program, consistent with the Scope of Services outlined in the City Request for Proposal, particularly Exhibit A, will be conducted as follows by the HSO Program team consisting of 1 Director of Programs, 1 Outreach and Engagement Coordinator, 3 Outreach Navigators and 3 Outreach Advocates:

1. **Outreach and Engagement-** HSO team will conduct outreach to individuals and families who are homeless within the City of San Bernardino, including in the urban core, suburban areas, service venues, encampments, structures, and other locations, targeting services to those identified as most in need. Initial outreach efforts may involve provision of essential items, including drinks, food items, comfort items (e.g. clean socks, hygiene kits) and DMV or Birth Certificate vouchers to obtain identification, as a means to initially engage homeless persons. HSO team will utilize multiple strategies, including motivational interviewing, trauma-informed care and housing first principles (already integral to existing Salvation Army outreach, homeless, and shelter services within San Bernardino), to develop client-centered relationships and build the trust needed to assist persons in self-sufficiency and toward resolution of homelessness, with access to housing and services.
2. **Rapid-Response** - TSA recognizes the need to provide outreach services to unsheltered homeless during non-traditional hours and in a Rapid-Response format. Although it can be difficult to make linkages with needed services, often operating only during normal business hours, the initial engagement of unsheltered homeless persons during times of crisis or extreme need, allow for ongoing development of a trusted relationship, increased receptivity to assistance with service and housing needs, and increased ability to meet basic human needs. Current outreach efforts by TSA in San Bernardino includes outreach during

nontraditional hours and often in collaboration with other local agencies. The Outreach Navigators and Outreach Advocates hired for the proposed program will be willing and able to work non-traditional hours and provide Rapid-Response as required to best meet client needs and the outreach goals established by the City of San Bernardino.

*Implementation:* HSO will establish and utilize a central phone number and central e-mail to receive referrals from a myriad of sources, including (but not limited to) medical providers, law enforcement, other providers, and the community at large. The process for making rapid response inquiries and follow-up by HSO team, will be communicated to community agencies, medical providers, law enforcement, stakeholders, education systems, city entities, and community members.

Responses will occur within 24 hours, Monday through Friday. Phone and e-mail messages will be monitored Monday–Friday with all inquiries responded to in person within 24 hours Monday-Friday during standard business hours, and the inquiring party informed of the status within 72 hours. Additionally, the program will include the following components:

- Deployment of HSO staff to locations of inquiries – Reasonable efforts will be made to contact and engage unsheltered, homeless individuals or households referred.
- If contact is made and client is unwilling, TSA will provide outreach and engagement activities as allowable by the client and within scope of services.
- Emphasis is placed on immediate connection to services such as emergency shelter residential setting, navigation center, medical facility, detox/residential treatment, or crisis stabilization services.
- The HSO program will develop a system for documenting all rapid-response inquiries and responses, and complete any referrals for service that arise out of emergency response in a timely manner.

3. **Intensive Case Management** - HSO team will conduct intake and assessment interviews with homeless individuals, entering information into HMIS (Clarity, ODIN, Wellsky, etc.) inclusive of Self-Sufficiency Matrix and VI-SPDAT scores. Intake and assessment information will be utilized to prioritize high need individuals/families, make a master list of homeless individuals within San Bernardino City and to make appropriate referrals to housing and social services providers. The HSO team will provide ongoing case management focused on moving clients forward in self-sufficiency, toward resolution of homelessness, either into permanent housing when possible or upon initial or ongoing engagement into the shelters or navigation center through developed protocol. As client-centered relationships are developed with homeless individuals/families, it is the hope that the depth of Intensive Case Management increases and services connected and referred to will address underlying reasons for homelessness such as substance abuse, trauma, mental health or other things which led to the person being unsheltered within the City of San Bernardino.

Concurrently, HSO team will assist participants in development, implementation and revision of individualized short- and long-term case plans, consistently monitor client

progress toward goals, assist with making linkages to needed services (health and behavioral health, legal, benefits, etc.), and advocate for and support individuals through the process of having basic needs met, increasing self-sufficiency, securing housing, benefits, and social services. TSA in San Bernardino is an active participant in the CoC, local HMIS, and the CoC's Pathways to Home, the coordinated intake and referral system.

TSA staff will always maintain a high level of ethical conduct, following long-established TSA protocols related to client privacy and confidentiality, dual relationships, and professional stature, and will maintain documentation and records in accordance with applicable standards and regulations and grant requirements. HMIS (Clarity, Odin), with additional input into TSA's system, Wellsky) will be the system of record for the proposed program, and TSA will monitor participant progress toward established goals, both individually and for purposes of program tracking and outcome measurement. Supervision of the HSO team will be provided jointly by TSA's Program Director, with collaborative feedback and guidance from San Bernardino City Housing and Homelessness Staff.

It is anticipated that the Director of Programs will provide ongoing and direct oversight of the HSO Team, with the assistance of TSA Outreach & Engagement Coordinator to involve coordination of ongoing staff training and professional development activities, weekly team case conferencing (discussions of individual client issues and overall program goals and objectives), and ongoing assistance to each HSO with client issues as needed.

TSA will work with the City in developing appropriate outcomes for the proposed program, anticipated to reflect success in engaging unsheltered clients, moving homeless clients into the shelter/navigation center, and/or moving homeless clients into permanent housing, reunifying with support systems or other long term stabilizing solutions.

4. **Multiple Disciplinary Team (MDT) Meetings** - The HSO team will work as part of the multi-disciplinary team in collaboration with the City of San Bernardino inclusive of other City outreach workers and community partners. As part of this effort, the HSO team and TSA Director of Programs, along with Outreach & Engagement Coordinator, will establish and/or maintain relationships (many of these relationships are already in place due to existing work by TSA in San Bernardino City and County) with City and County staff, law enforcement, housing providers, health and human services organizations, business owners, and residents to provide community education about homelessness and respond to specific community concerns related to homeless individuals. The HSO team will participate in CES and other program-related coalitions, meetings and partnerships; meet regularly with the City Housing Department staff and MDT to exchange pertinent information, provide ongoing updates and address client issues of concern as needed; and provide accurate, complete, and timely data and regular progress reports to the City of San Bernardino.
5. **Additional Services:** A Way Back Home: As an enhancement to the HSO program, TSA proposes to add reunification services for clients who are assessed as eligible for reunification with family or support system outside of San Bernardino City and County. This would involve Intensive case management from the Outreach Navigators with specific focus toward reunification services. A client must have a receiving relative(s) or support

person(s) who are willing to accommodate and support the client in their transition back into the community they are relocating to for reunification. Additionally, due to the worldwide network and established service locations that TSA has in place, the Outreach Navigator would be responsible for also connecting the party willing to accept the reunified client to local services in the area the client will transition to for support.

Once the client is assessed as eligible for reunification, their family or support system is identified, and contact is initiated with local Salvation Army in the identified reunification city, transportation plans and arrangements would be made for the individual to have access to communication through their journey, and account for their immediate and basic needs while in transition. Transportation (bus, airfare) and other assistance (e.g., food and other essential items) are anticipated per individual to average \$800.

Intensive case management while in the travel phase of this service would continue to ensure the individual successfully reaches their destination, connects with their family or support system, and has connected with TSA locally in their new community to continue to have support and basic needs met. This program also requires a 90-day and 6-month follow-up to confirm success or support troubleshooting issues with client. During the follow-up process, the client case would be transferred from TSA in San Bernardino to the local unit through an internal database system which allows for secure transmission of client information and documentation.

### **First Year Schedule of Tasks**

Should the City select TSA as the approved bidder for the HSO program, upon formal written notification from the City and commencement of the contract agreement process, TSA is prepared to finalize the hiring of all additional staff, purchase the approved budgeted items, and take all other necessary steps to ensure the HSO program is ready to begin services as of the City's established start date of April 17, 2023. Actions to be taken toward that objective will include:

- By April 1, 2023: Hire five additional staff to support HSO program with the ability to implement program by April 17, 2023. This will include 2 Outreach Navigators/Case Managers and 3 Outreach/Peer Advocates in addition to existing Business Administrator, Director of Programs, Outreach & Engagement Coordinator and 1 Outreach Navigator/Case Manager.
- Schedule initial Multi-Disciplinary Team meeting with community collaborative partners and service providers within 30 days of program implementation; and set calendar dates for the first year MDT team meetings in collaboration with meeting participants for the first year of program operations.
- By April 17, 2023, establish central referral process (e-mail and phone) and communicate to community members, individuals experiencing homelessness and services providers the process for which Rapid-Response requests and referrals can be submitted.
- Street Outreach and Engagement - Intensive Case Management provided to a minimum of 15-20 active cases at a given time per Outreach Navigator/Case Manager, with shared responsibility by Outreach Advocate to enhance service delivery capability and support of individuals within case load. Case load expected to reach minimum required active cases by June 17<sup>th</sup>, 2023.

- To provide appropriate access, tracking and reporting for the proposed HSO program, TSA will purchase three laptop computers, one printer, two vans, and necessary program and office supplies in advance of April 17, 2023.

**Methodology:** TSA is committed to and experienced in the principles and operational philosophy associated with Housing First and with utilization of evidence-based practices through various programs within Southern California, including street outreach, rapid rehousing, homeless prevention, street outreach, emergency shelter, transitional living housing programs within San Bernardino County and these core practices will be incorporated into the proposed HSO:

- **Low Barrier:** The proposed HSO will be easily accessible to all, including people with no income or income history and those with active substance abuse or mental health issues, following a high tolerance/harm reduction model. Although the program will be housing focused, program staff will utilize multiple strategies, including motivational interviewing and other long term engagement strategies, to ensure that clients with significant barriers to housing and/or reluctance to access assistance are assisted whenever possible.
- **Housing Focused:** TSA staff will work with collaborative partners, service providers and clients to quickly identify and resolve barriers to obtaining and maintaining housing. Although outreach services are designed to address the housing crisis before focusing on other non-housing related needs, the intent is to address immediate and emergent needs as a triaging gateway to supporting clients in areas which would lead toward increased self-sufficiency and long-term stability, ideally in stable long-term housing.
- **Client Centered:** TSA will employ an individual, client centered approach, wherein the client determines the goals and course of action included in the individual case plan. The focus will be on building strong and trustful relationships that respect the current circumstances of each client and are culturally and linguistically sensitive. We will seek to employ additional staff bilingual in English and Spanish or other predominant languages within the region. Already in place is the technical capacity to utilize translation equipment that is already utilized and in place for use at currently exiting TSA programs locally.
- **Trauma Informed:** TSA is well versed in the principles of trauma informed care and its importance in relating to and providing assistance to homeless clients. Staff of the existing community meal, rapid re-housing, homeless prevention, street outreach, emergency shelter, transitional housing for homeless, justice involved persons, victims of crime, and vulnerable populations programs operated by TSA in San Bernardino receive ongoing training to ensure that services are provided in a trauma informed manner. As a component of a client centered approach, HSO staff will be trained in and will utilize this evidence-based approach to address barriers to housing, stability and self-sufficiency that may result from past and/or present trauma.
- **Community Based:** Through the individualized service, self-sufficiency and/housing plan developed for each client, TSA will identify appropriate support and services available in the community to foster growth in self-sufficiency, long-term housing stability and actively work with clients in accessing these services as appropriate (referrals, warm hand-offs, follow-up, etc.). TSA has a long history of service provision

in the San Bernardino region and has well-established connections with other service providers that will facilitate this community-based approach.

- **Individualized and Need Based:** The provision of assistance and supportive services, including type, duration and amount, will be based on an individual service and/or housing plan developed in conjunction with the client and reflective of needs identified in the VI-SPDAT and subsequent assessments by TSA staff. These assessments will identify strengths and existing support systems for the client, as well as stabilization needs. The resulting plan will reflect a “stepped” approach to service provision, with the minimum amount of assistance provided initially at point of engagement and more assistance added over time as needed (based on ongoing assessment through the case management process). These core practices are written into existing TSA policies, procedures, and case management guidelines, and will be reinforced through initial and ongoing training of all staff for the proposed program.

## City of San Bernardino – Request for Proposals (RFP) for Homeless Street Outreach

### The Salvation Army Homeless Street Outreach (HSO) Program

#### FEE PROPOSAL

For a not-to-exceed fee of \$1,500,000, The Salvation Army shall provide the City of San Bernardino with the proposed scope of services for Homeless Street Outreach described in Exhibit A and other sections of this proposal. Itemized costs associated with the proposed scope of work, to be provided for three years (thirty-six months) from April 17, 2023, to April 16, 2026, are as follows:

#### Staffing

- Business Administrator: 1 FTE, 10% program allocation (4 hours per week)  
Annual salary \$63,356/yr + payroll/benefits of \$24,411 annually x 3 yrs =  
\$263,301 x 10% of time = \$26,330
- Director of Programs: 1 FTE, 12.5% program allocation (5 hours per week)  
Annual salary \$62,759/yr + payroll/benefits of \$24,260 annually x 3 yrs =  
\$261,056 x 12.5% of time = \$32,632
- Assistant Director of Programs: 1 FTE, 12.5% program allocation (5 hours per week)  
Hourly rate \$25.00/hr (\$52,000 annually) + payroll/benefits of \$21,532 annually x 3 yrs =  
\$220,597 x 12.5% of time = \$27,575
- Outreach & Engagement Coordinator: 1 FTE, 75% program allocation (30 hours per week)  
Hourly rate \$21.00/hr (\$43,680 annually) + payroll/benefits of \$19,424 annually x 3 yrs =  
\$189,311 x 75% of time = \$141,983
- Outreach Navigators: 3 FTE, 75% program allocation (30 hours per week)  
Hourly rate \$19.00/hr (\$39,520 annually) + payroll/benefits of \$18,369 annually x 3 yrs =  
\$521,002 x 75% of time = \$390,752
- Outreach Advocates: 3 FTE, 75% program allocation (30 hours per week)  
Hourly rate: \$17.00/hr (\$35,360 annually) + payroll/benefits of \$17,315 annually x 3 yrs =  
\$474,072 x 75% of time = \$355,554

*Staffing subtotal: \$974,826*

#### Other Expenses

- Toyota Sienna Vans - (2) at \$35,680 each = \$71,360
- Vehicle expenses – fuel, maintenance = \$36,000
- Essential client items/direct assistance (food, hygiene kits, blankets, clothing, other) = \$128,924
- 3 new laptops and accessories = \$4,176
- Printer and printer/copier service contract = \$7,500
- Mobile phone stipends for 7 outreach staff = \$9,450
- Staff training = \$5,000
- Program supplies (Staff PPE and safety attire, promotional materials) = \$20,000
- Office supplies (paper, pens, folders, misc) = \$20,000
- Additional work consisting of “A Way Back Home” reunification assistance: \$800 per client per month x 36 months = \$86,400

*Other Expenses subtotal: \$388,810*

*Subtotal – Staffing and Other Expenses: \$1,363,636*

Indirect Costs (10%) = \$136,364

**TOTAL NOT-TO-EXCEED FEE: \$1,500,000**

(Note: Does not include all expenses and revenue associated with the proposed HSO program.)

## **INSURANCE**

Relative to insurance requirements as specified in the City of San Bernardino's Request for Proposals for Homeless Street Outreach (HSO) – specifically, Exhibit B – enclosed is The Salvation Army's Certificate of Insurance evidencing coverage, including additional remarks as well as certificates of self-insurance for workers' compensation and automobile liability. If selected as the approved bidder for the City's HSO program, The Salvation Army will furnish a Certificate of Insurance to the City with the required endorsements.





# CERTIFICATE OF LIABILITY INSURANCE

Page 1 of 2

DATE (MM/DD/YYYY)  
09/30/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Willis Towers Watson Insurance Services West, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA	<b>CONTACT</b> NAME: Willis Towers Watson Certificate Center PHONE (A/C No. Ext): 1-877-945-7378 FAX (A/C No.): 1-888-467-2378 E-MAIL: certificates@willis.com ADDRESS: certificates@willis.com	
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> The Salvation Army - Division 17 30840 Hawthorne Blvd., Bldg D Rancho Palos Verdes, CA 90275	<b>INSURER A:</b> Westchester Surplus Lines Insurance Company	
	<b>INSURER B:</b> Greenwich Insurance Company	
	<b>INSURER C:</b> XL Specialty Insurance Company	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

**COVERAGES**

CERTIFICATE NUMBER: W26224088

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY			G7183119A003	10/01/2022	10/01/2023	EACH OCCURRENCE \$ 2,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000
	<input checked="" type="checkbox"/> Self Insured Retention:						MED EXP (Any one person) \$ 0
	<input checked="" type="checkbox"/> \$1,000,000						PERSONAL & ADV INJURY \$ 2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$ 4,000,000
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC						PRODUCTS - COMP/OP AGG \$ 4,000,000
	OTHER:						\$
B	<b>AUTOMOBILE LIABILITY</b>			RAD500021912	10/01/2022	10/01/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 5,000,000
	<input checked="" type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS						BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident) \$
							\$
	<b>UMBRELLA LIAB</b>						EACH OCCURRENCE \$
	<b>EXCESS LIAB</b>						AGGREGATE \$
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						\$
C	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b>			RWD500021712	10/01/2022	10/01/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y / N	N / A				E.L. EACH ACCIDENT \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/> No					E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	<b>Excess Auto Liability - CA</b>			RAE500021812	10/01/2022	10/01/2023	Any Auto / CSL \$3,000,000
							Self-Insd Retention \$2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)


Division #13-001

Workers Compensation Policy No. RWD500021712 provides coverage in the states of HI, ID, MT, NM, NV, UT

CA-Business Auto is fully Self-Insured per the attached State Certificate.

SEE ATTACHED

**CERTIFICATE HOLDER****CANCELLATION**

To whom it may concern	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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ACORD 25 (2016/03)

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SR ID: 23130108

BATCH: 2688343



# **ADDITIONAL REMARKS SCHEDULE**

Page 2 of 2

AGENCY Willis Towers Watson Insurance Services West, Inc.		NAMED INSURED The Salvation Army - Division 17 30840 Hawthorne Blvd., Bldg D Rancho Palos Verdes, CA 90275	
POLICY NUMBER See Page 1		NAIC CODE See Page 1	
CARRIER See Page 1		EFFECTIVE DATE: See Page 1	

## **ADDITIONAL REMARKS**

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,  
 FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance

Re: Proof of Insurance for Grant Applications.

INSURER AFFORDING COVERAGE: XL Specialty Insurance Company NAIC#: 37885  
 POLICY NUMBER: RWR300094407 EFF DATE: 10/01/2022 EXP DATE: 10/01/2023

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
Workers Compensation & Employers Liability	E.L. Each Accident	\$1,000,000
WC - Per Statute	E.L. Disease Pol Lim	\$1,000,000
	E.L. Disease - Ea Emp	\$1,000,000

ADDITIONAL REMARKS:  
 Workers Compensation Policy No. RWR300094407 provides coverage in the state of AK

INSURER AFFORDING COVERAGE: XL Specialty Insurance Company NAIC#: 37885  
 POLICY NUMBER: RWE500047507 EFF DATE: 10/01/2022 EXP DATE: 10/01/2023

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
Excess Workers Compensation & CA	E.L. Each Accident	\$1,000,000
	EL Each Employee	\$1,000,000
	Retention:	\$1,000,000

ADDITIONAL REMARKS:  
 Excess Workers Compensation Policy No. RWE500047507 provides coverage in the state of CA  
 CA-Workers Compensation is fully Self-Insured per the attached State Certificate

INSURER AFFORDING COVERAGE: XL Specialty Insurance Company NAIC#: 37885  
 POLICY NUMBER: RWE500021612 EFF DATE: 10/01/2022 EXP DATE: 10/01/2023

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
Excess Work Comp-AZ/CO/OR	EL Each Accident	\$1,000,000
	EL Each Disease	\$1,000,000
	Retention	\$750,000

ADDITIONAL REMARKS:  
 Excess Workers Compensation Policy No. RWE500021612 provides coverage in the states of AZ, CO, OR



## CERTIFICATE OF SELF-INSURANCE

This is to certify that:

The Salvation Army

NAME OF SELF-INSURER

30840 Hawthorne Boulevard, Rancho Palos Verde, California 90275

ADDRESS, CITY, STATE, ZIP

has been approved as a Self-Insurer under the California Compulsory Financial Responsibility

Law and assigned Self-Insurance # 202 pursuant to Section 16053 of the *California*

*Vehicle Code* for the period August 19, 2022 through August 18, 2023.

MANAGER  
Financial Responsibility Unit  
Department of Motor Vehicles

**DEPARTMENT OF INDUSTRIAL RELATIONS****OFFICE OF SELF-INSURANCE PLANS**

11050 Olson Drive, Suite 230

Rancho Cordova, CA 95670

Phone No. (916) 464-7000

FAX (916) 464-7007

**CERTIFICATION OF SELF-INSURANCE OF WORKERS' COMPENSATION**

TO WHOM IT MAY CONCERN:

This certifies that Certificate of Consent to Self-Insure No. **0566** was issued by the Director of Industrial Relations to:

**The Salvation Army**

under the provisions of Section 3700, Labor Code of California with an effective date of **November 15, 1933**. The certificate is currently in full force and effective.

Dated at Sacramento, California

This day the 20th of April 2017

A handwritten signature in blue ink, appearing to read "Lyn Asio Booz".

Lyn Asio Booz, Chief

ORIG: Craig Nicles  
Director Of Claims Management  
The Salvation Army  
180 East Ocean Boulevard, 10th Floor  
Long Beach, Ca 90802

**City of San Bernardino – Request for Proposals (RFP) for Homeless Street Outreach**

**The Salvation Army Homeless Street Outreach (HSO) Program**

**LITIGATION**

RFP Instructions: *Provide litigation history for any claims filed by your firm or against your firm related to the provision of services in the last five (5) years.*

Response: There have been no claims filed by The Salvation Army or against The Salvation Army related to the provision of services in the last five (5) years.

## **OTHER INFORMATION**

***a. Demonstration of record of staffing tasks efficiently and completing projects on time and within the allocated budget:***

The Salvation Army (TSA) has proven experience of dedicating the necessary staff to successfully accomplish projects and program commitments within agreed-up timeframes and approved budgets. This has been demonstrated through its successful management of contracts with public funders – including the City of San Bernardino, County of San Bernardino, and Federal and State funders – as well as private funders such as Dignity Health, with which TSA recently completed a multi-year contract for homeless street outreach funding. TSA has strong systems, policies, and procedures in place to allow for local sites such as TSA in San Bernardino – led by Corps Officers, a Business Administrator, and Director of Programs – to conduct all necessary tasks associated with contracted services, while receiving support and oversight from TSA’s Southern California Divisional Headquarters (located in Carson, Los Angeles County).

***b. Description of community involvement:***

TSA has been serving the community of San Bernardino since 1887, shortly after the organization’s work expanded from England to the United States. Over time, issues such as substance abuse, poverty, hunger, homelessness, and housing instability have grown substantially, and TSA has worked continuously to meet the ongoing, higher demands for services. Shelter and transitional housing for the homeless have been provided in the city of San Bernardino since the 1980s, and in 2010 TSA celebrated the grand reopening of the Hospitality House Emergency Shelter, Transitional Living, and Community Meal program. Hospitality House currently provides 95 beds of Emergency Shelter or Transitional Living to families with children and unaccompanied women over the age of 18. Additionally, TSA has operated a Men’s Transitional recovery home for over 15 years, and periodically has provided Cold Weather/Winter Shelter services to varying target populations at scattered-site locations throughout the County of San Bernardino and within the City of San Bernardino itself. While street outreach services have been provided in San Bernardino as part of its history of service in the community, efforts have been expanded in recent years through public and private funding. As a result, TSA has been able to more effectively engage with and develop a rapport with unsheltered individuals, focusing on the provision of case management, service linkages/referrals, and assistance with resolving homelessness by facilitating transitions to stable shelter and permanent housing. As a summation of TSA’s overall services to the community of San Bernardino in 2022, the following units of service are provided:

- Households received groceries: 10,318
- Meals served: 105,981
- Persons served 18,201
- Nights of shelter at Hospitality House: 31,534

TSA collaborates closely with the City of San Bernardino, the County, and a variety of local service providers to meet the needs of vulnerable, low-income San Bernardino residents, including those experiencing homelessness as well as households at risk of homelessness.

Specific partnerships between TSA and San Bernardino City-based service partnerships which are a part of collaborative and ongoing efforts include the following organizations:

- Central City Lutheran Mission
- Catholic Charities
- Community Action Partnership of San Bernardino
- Dignity Health - St. Bernardines
- Dignity Health - Community Hospital
- Restoring Hope
- San Bernardino City Unified School District-ATLAS department
- Children's Fund
- Arrowhead United Way
- Santa Claus Inc.
- Inland County Legal Solutions
- Mary's Mercy Center
- Family Assistance Program
- Option House
- San Bernardino City Mission
- Victory Outreach
- Set Free
- San Bernardino Community College District

***c. Description of any previous involvement with the City:***

TSA's Emergency Shelter and Transitional Living programs have been a regular recipient of HUD Emergency Solutions Grant funding consistently for the past 4 years through the City of San Bernardino. Street outreach services within the City increased in 2018 with the award of a contract through San Bernardino County for State HEAP funds, which included the ability to administer services through Rapid Rehousing to unhoused individuals and in 2020 with funding through a Dignity Health contract to administer Mobile Street Outreach services in San Bernardino through their Homeless Health Initiative Grant. Concurrently, in 2021, San Bernardino City developed a Homeless Outreach Collaborative between local service providers, waste management, local law enforcement and city representatives. TSA was a main service provider and partner in the collaboration with the collaborative. This partnership required working directly with the City Manager's office and city representatives in multi-disciplinary team meetings monthly, to address goals and objectives as well as collaborative solutions to address homelessness within the city. Additionally, regular partnership with the San Bernardino City Police Department, San Bernardino City Animal Control, and code enforcement occurred during outreach and engagement to homeless encampments. TSA has greatly appreciated this partnership with the City's new administration and Housing and Homelessness team to reach out to homeless individuals and assess their individual needs, address emergency housing needs, gain access to services, make the transition to permanent and independent living, and prevent future returns to homelessness. This includes responding to San Bernardino City Homeless Services Coordinator and Deputy Director of Housing and Homelessness requests to conduct outreach, respond to CRM reports, and work with collaborative partners the City has suggested to engage with in outreach events or efforts.



***d. Statement from Proposer regarding conflicts of interest in connection with Services:***

The Salvation Army does not have any conflicts of interest in connection with providing the services described in the City of San Bernardino's Request for Proposal for Homeless Street Outreach. No member, officer or employee of The Salvation Army is an officer or employee of the City of San Bernardino with any interest that could affect the decisions of this proposal.



***The Salvation Army***  
*Southern California Division*

16941 Keegan Avenue, Carson, CA 90746  
(562) 436 7000 • [socal.salvationarmy.org](http://socal.salvationarmy.org)

William Booth  
*Founder*

Brian Peddle  
*General*

Douglas Riley  
*Territorial Commander*

John Chamness  
*Divisional Commander*

**City of San Bernardino – Request for Proposals for Homeless Street Outreach  
(RFP F-23-30)**

**CERTIFICATION OF PROPOSAL**

The undersigned hereby submits its proposal and, by doing so, agrees to furnish services to the City in accordance with the Request for Proposals (RFP), and to be bound by the terms and conditions of the RFP.

\_\_\_\_\_  
J. Koebel, Captain  
Divisional Secretary for Business

2/21/2023

\_\_\_\_\_  
Date

## **APPENDICES**

Staff training proposed for the City of San Bernardino Street Outreach program is anticipated to be conducted by the organizations listed below, as described in this proposal. Where appropriate, links to the training sources are provided.

### **Training within 30 days of hire:**

- Decision Driving, Sexual Harassment, Social Service Ethics, Human Trafficking Awareness, Homeless Populations and Engagement, Case Management 101, Street Outreach Introduction and Basics – **The Salvation Army**
- Safety and Security Series: Basic, Conflict Resolution, How and When to Call 911, Principles of De-escalation - **National Health Care for the Homeless Council**  
<https://nhchc.org/online-courses/>
- Mental Health First Aide- **Making Hope Happen Foundation**  
<https://www.mhhfmentalhealth.org/>
- Narcan and Overdose response training - **Inland Empire Harm Reduction**  
<https://www.ieharmreduction.org/oend/>

### **Training within 1-3 months of hire**

- Crisis Intervention - **San Bernardino County Department of Behavioral Health**  
<https://wp.sbcounty.gov/dbh/education/>
- Stop the Bleed - **Loma Linda University**
- Mental Health Basics, Trauma-Informed Approaches Certification – **Corporation for Supportive Housing - Supportive Housing Training Center**  
<https://cshtrainingcenter.thinkific.com/>

### **Training within 3-6 months**

- Question Persuade Refer - **Making Hope Happen Foundation**  
<https://www.mhhfmentalhealth.org/>
- Partner and Domestic Violence - **Partners Against Violence**
- Trauma-Informed vs. Trauma Responsive - **Run 2 Rescue**, Shannon Forsythe

## **EXHIBIT A**

### **PROPOSED SCOPE OF SERVICES**

#### **Background**

The City of San Bernardino is developing a 200-bed, low barrier, non-congregate navigation center that will provide interim housing and onsite supportive services. The goal is to have unhoused individuals diverted from the streets to the navigation center. A referral hotline and screening process will be in place, making it necessary for the Homeless Street Outreach team to work collectively with the lead operator of the navigation center to ensure a consistent screening process. Screening for the navigation center will be necessary to ensure Penal Code 290 (sex offenders) are not granted access as women and children will be onsite. Case managers will be able to refer Penal Code 290's to appropriate facilities. Also, walk-ins will not be accepted.

Until the navigation center is completed, homeless residents will need assistance with alternative safe housing (i.e., motels & housing resources from local homeless service providers). The City is actively pursuing grants to assist with motel stays, but it is important that the selected lead operator have the ability to engage with local non-profits and the County's Continuum of Care (CoC) to utilize and/or expand resource opportunities related to temporary housing options.

**Federal Requirements:** If the Services are funded through a federal or State funding source, the successful Proposer and its subcontractors shall be required to take cognizance of and comply with all requirements set forth in the Federal Requirements, attached hereto as Exhibit "C," and incorporated herein by this reference.

The following sections (1-5) describe in detail the services being requested through this RFP.

**1. Outreach and Engagement (O/E)** – Street-based outreach and engagement is essential to building relationships based on trust and respect between the clients and Agencies and is a key step toward accepting services that will eventually lead to housing stability. O/E will serve unsheltered homeless within the City. O/E is conducted primarily in the field, in areas where unsheltered homeless are known to live and spend time, including and not limited to encampments, streets, under bridges, overpasses, parks, centers, and in isolated areas.

**Please review the below elements and include them in your narrative to the extent that strengthens your proposal.**

- Implement best practices designed to engage unsheltered homeless, e.g., outreach techniques, motivational interviewing, multi-disciplinary team approach, law enforcement partnerships.
- Build rapport with unsheltered homeless individuals to provide pathways to housing and linkages to other homeless systems and/or mainstream services.
- Identify and conduct regular and ongoing outreach to areas where unsheltered homeless people live, such as encampments, streets, under bridges and overpasses, and in isolated areas.
- Work with and refer individuals and families to services that include Behavioral Health, Physical Health, and other key services.

- Collaborate with other key stakeholders in creating and implementing plans to provide additional services and coordination of services to people living in encampment areas and vehicles.
- Coordinate with other Agencies or City Departments (i.e., Public Works) on an ongoing basis when an encampment clean-up is scheduled.
- Maintaining by-name lists for specific areas, individuals, or encampments to assist with coordination of services.
- Provide supplies or other items to assist clients with meeting their basic needs and to build rapport (food, gift cards, socks, glasses, etc.).
- Identify immediate needs that require short-term interventions, such as direct assistance for basic needs or emergency calls for urgent medical needs.
- Provide transportation assistance to support clients with connecting to services in a safe provider vehicle for staff and clients, properly labeled street outreach.
- Document outreach and engagement activities in the appropriate data system.

**Bidders must acknowledge all requirements of scope of work, previous section, including all categories and sub-points.**

Please Sign and Acknowledge Here: \_\_\_\_\_

J.Koebel; Captain  
Divisional Secretary for Business

If Bidder can provide additional services that are related to the services above, but not mentioned in this section, please list the additional services and detail how they will be beneficial to the city

**BIDDER'S RESPONSE:** No additional services proposed.

2. **Rapid Response** – Rapid Response provides a mechanism for community members to contact homeless outreach staff to strive to make contact and provide support to unsheltered homeless individuals. The goal is to be available to address (not necessarily resolve) issues in a timely manner. The community (merchants, Chamber of Commerce, the public) will have a point of contact number for the Rapid Response Team who will deploy to locations where there are concerns related to homelessness. Inquiries for rapid response to unsheltered homeless may come from agencies, medical providers, law enforcement, or the community at large. Response to the location must occur within 24 hours, Monday through Friday. It is NOT the expectation that this phone will be answered 24 hours a day, 7 days a week nor 365 days a year. Community members will be able to leave a message at this number, with the expectation that phone messages will be monitored Monday – Friday and all inquiries will be responded to in person within 24 hours, and the inquiring party is informed of the status within 72 hours.

**Please review the below elements and include them in your narrative to the extent that strengthens your proposal.**

- Establish a process (including a dedicated phone number) for receiving (via phone and email), responding to, documenting, and tracking rapid response requests.
- Communicate process for making rapid response inquiries to Agencies, medical providers, law enforcement, stakeholders, and other community members.
- Deploy outreach staff to locations of inquiries and make reasonable efforts to make contact and engage with unsheltered homeless households.
- Conduct outreach within 24 hours of the request. 24 hours is the maximum response



time during Monday to Friday standard business hours.

- If contact is made and the client is willing, provide outreach and engagement activities, including all the outreach and engagement services listed above, with an emphasis on attempting to connect the individual to immediate assistance, such as an emergency shelter or other residential settings (detox, residential treatment program, etc.).
- Maintain documentation of all inquiries and responses and status
- Document services in a timely manner.

**Bidders must acknowledge all requirements of scope of work, previous section, including all categories and sub-points.**

Please Sign and Acknowledge Here: \_\_\_\_\_

J. Koebel; Captain  
Divisional Secretary for Business

If Bidder can provide additional services that are related to the services above, but not mentioned in this section, please list the additional services and detail how they will be beneficial to the city

**BIDDER'S RESPONSE:** No additional services proposed.

3. **Intensive Case Management** – Case Management provides intensive services to a set caseload of individuals, including working with each client to develop and implement a housing plan. Additionally, the Case Manager links and connects clients to other services to meet their needs (physical/mental health, vouchers). The clients are only placed on a caseload once they have been assessed by the Coordinated Entry System. A caseload size for a full-time outreach worker would typically be 15-20 unsheltered individuals at any given time. Certification of homeless status can be done by OUTREACH TEAM, Police Department Community district officers, Code officers, or City Homeless Services Coordinator. Outreach will also fill out appropriate forms for referred service agencies. The contractor will be responsible for creating an Outreach project with the county Homeless Management Information System (HMIS) also referred to as the Clarity system.

**Please review the below elements and include them in your narrative to the extent that strengthens your proposal.**

- Apply a client-centered approach (individualized treatment planning), respecting individual strengths and preferences.
- Implement trauma-informed care and harm reduction model.
- Work closely with other Agencies (primary and mental health, housing location, etc.) to ensure a “warm transfer” of services once a client is housed or transitions into another program with case management, such as a shelter or residential treatment program.
- Create and implement a client-centered housing plan to assist clients with rapidly and sustainably exiting homelessness.
- Based on each client's unique needs, link unsheltered clients to mainstream, health, and behavioral health services.
- Work with shelter providers to facilitate temporary housing interventions and ensure clear roles and responsibilities on case plan and permanent housing goals.
- Provide transportation assistance to assist clients with getting to shelter, appointments, etc.



- Maintain knowledge of eligibility and referral/application processes for a wide range of housing resources, including permanent supportive housing (PSH), rapid re-housing, Veterans Affairs Supportive Housing vouchers (VASH), other subsidies/vouchers, senior housing, shared housing, affordable housing in the community, as well as other applicable resources such as detox services, residential and outpatient substance use treatment programs, and long-term care facilities.
- May provide supplies or other items to assist clients with meeting their basic needs and to build rapport (examples include food, gift cards, socks, and glasses).
- Assist clients with completing the application or enrollment processes for housing programs.
- Assist clients in obtaining vital documents (i.e., Social Security, Birth Certificate, and California Identification Card).
- Identify non-housing-related services that clients are already connected to and coordinate with other Agencies to facilitate access.

Contractor must serve all street-based persons who are experiencing homelessness such as **Adults, Families, Veterans and Transitionally Aged Youth (TAY)** and make appropriate “warm hand-offs” and referrals to perspective agencies.

Warm hand off meaning the outreach work may transport and aid in making sure participant makes assessment and intake appointments regard to shelter, Drug rehabs, or housing placement, and or family re-unifications when appropriate. Within the County of San Bernardino.

Budget will include a set aside budget for family re-unifications for example, Greyhound tickets, Gas Cards or anything deemed needed by mgmt. to get to said location. Only approved when documentation of plan confirmed by receiving family members or friend.

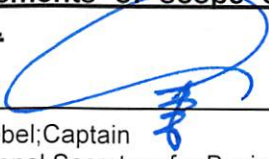
Outreach will build relationships within the City of San Bernardino and referrals consist of

1. Crisis Counseling
2. Crisis Centers
3. SB Hope Campus
4. Interim Housing Programs
5. Medical Heath
6. Mental Health
7. Substance abuse (SARC)
8. Documentation
9. CalWORKs & Cal Fresh
10. SSI & SSD
11. Legal Services
12. Employment Services
13. Housing Navigation
14. Domestic Violence Services
15. Other-community based organization/ Religious

- Maintain case files of case notes on housing plan progress, required documentation for eligibility and housing applications, and current client consent and release of information in a secure location. (Audits will be done by housing staff)
- Document case management activities in the appropriate data system.

**Bidders must acknowledge all requirements of scope of work, previous section, including all categories and sub-points.**

Please Sign and Acknowledge Here: \_\_\_\_\_

J. Koebel; Captain   
Divisional Secretary for Business

If Bidder can provide additional services that are related to the services above, but not mentioned in this section, please list the additional services and detail how they will be beneficial to the city

**BIDDER'S RESPONSE:** No additional services proposed.

**4. Multi-Disciplinary Team (MDT) Meetings** – MDTs convey many benefits that include improved health outcomes and enhanced satisfaction for clients as well as a more efficient use of resources and service coordination for team members. Case Conferencing enables Homeless Service providers to utilize a broad array of professional and lived experiences to assess and plan the next steps for a client's path to housing. Case Conferencing will be held at a minimum of once a month and will be used to address all client receiving case management services. The City's Homeless Services Coordinator will act as a liaison to help facilitate monthly MDT meetings and incorporate local agencies and service providers for added support and resources (i.e., Department of Behavioral Health, Substance Abuse Counselors, Code Enforcement Officers, Police and Homeless Service Providers). In order to ensure shared knowledge and continuity of care throughout the City, the City's Mayor will participate in MDT meetings. On days when the Mayor is not able to participate an alternate (pre-selected City Council Member) will attend meetings. During MDT meetings, outreach staff will report on each client receiving case management services (and who has signed the applicable Release of Information forms) and present the housing-focused case plan, updates on the progress toward housing, barriers, and challenges. MDT participating agencies (including the City) provide suggestions, resource, and when able provide direct pathways to various services and/or funding mechanism to assist clients and improve collaborative efforts with outreach staff.

**Please review the below elements and include them in your narrative to the extent that strengthens your proposal.**

- Maintain a collaborative environment with representation at MDT meetings from law enforcement, homeless shelters, Service Agencies, and primary and mental health care.
- Maintain strict confidentiality in case conferencing and follow program confidentiality policies regarding obtaining consent to share information/Release of Information forms.
- Maintain an approved participant list of MDT members and maintain active participation by key partners.

- Facilitate each MDT meeting and take written notes, including all action items and next steps for each client's housing-focused case plan.
- Provide information to clients on the MDT model and obtain consent for case conferencing within the MDT if clients are willing.
- At each MDT meeting: Homeless outreach case manager who provides services to clients presents about each client who is receiving case management. The case manager presents the client's housing-focused case plan, progress toward housing, eligibility for various housing resources, barriers, challenges, concerns, and needs and can request suggestions or support from MDT-approved participating agencies.

### **Additional Services**

At the City's discretion, the Agencies may be asked to perform additional related tasks in addition to those currently anticipated above. The Agencies should therefore have the capability to provide related professional services.

Proposals shall contain the following components related to the Scope of Services. This information will be reviewed by the RFP evaluation team:

### **Program Components, Services Approach, Staffing, Start-Up Plan**

- Proposed approach, including an understanding of the scope of services to be provided and appropriateness of the proposed services.
- Alignment with the Housing First approach.
- Implementation of housing-focused services to assist each client with developing and implementing his/her/their plan to return to housing.
- Client-centered, strengths-based approach.
- Responsive to the needs of clients, including clients with significant barriers and challenges.
- Proposed staffing model.
- Staff training.
- Accessibility of services, including staff's language capacity and other facets of accessibility.
- Accessible hours of operation, especially outside of regular business hours. Services are provided during times that are tailored to the needs of the clients.
- Program management/oversight to support and supervise staff, data tracking and reporting, and overall quality of services.
- Proposed approach that meets the stated timeline, including start-up timeline.

### **Program Oversight Structure**

- The program includes a program manager/director who will be responsible for overall program operations, including quality assurance and improvement, consistency of services, ongoing training and supervision of staff, partnerships with stakeholders, data tracking, and performance outcomes. The program manager and/or director may be full-time or part-time, depending on the size of the program.
- The program works closely with staff from the City Manager's Office on program implementation and program structure as it relates to other outreach services in the community, and how this program interacts with other homeless system programs, such as the San Bernardino County's Coordinated Entry System.

- The program recruits, retains, trains, and supervises qualified program staff, who demonstrate experience in:
  - a. Working with hard-to reach and hard-to-serve clients, who may otherwise be disconnected from mainstream and homeless system services and supports.
  - b. This means providing ongoing, comprehensive staff trainings on best practices in working with homeless individuals with complex needs, safety protocol and procedures, motivational interviewing, job functions and responsibilities, and emergency response protocol. Narccan training.
  - c. Providing outreach during inclement weather episodes in which the Inclement Weather Program is activated, including cold weather, rainy weather, heat waves, and poor air quality. cultural competence and sensitivity. Program includes multilingual staff.
  - d. Trauma informed care, motivational interviewing, harm reduction, mental health, and other areas as needed to ensure they are equipped to work effectively with chronically homeless and unsheltered individuals. Staff should apply a strengths-based, person-centered approach to case management that utilizes motivational interviewing and other current best practices.
  - e. Housing First principles and actively working to move the greatest number of unsheltered individuals towards permanent housing.
  - f. Knowledge of the array of services available within the community. Staff maintain current knowledge of referral/application processes for shelter, housing resources, voucher and subsidy programs, senior housing, affordable housing, shared housing, substance use treatment programs, long-term care/medical facilities, and other applicable resources.
  - g. Consistent documentation of services and data entry in an appropriate system
  - h. The program provides outreach staff with support, training, and case consultation as needed with staff who have clinical expertise to brainstorm additional methods for engaging and serving clients.
- The provider maintains written documentation of program policies and procedures and updates the documents on a frequent basis. Documentation includes all areas of program operations, including the following:
  - a. High quality services consistent with the program model and aligned with Housing First principles.
  - b. Process for receiving, documenting, and responding to referrals and requests for service.
  - c. Process for clients to begin receiving case management and procedure for when case management ends.
  - d. Frequency of supervision and process for staff to reach manager for urgent needs.
  - e. Thorough, accurate, and timely documentation of all services in the HMIS system.
  - f. Safety and emergency protocol.
  - g. Incident report and resolution process.
  - h. Confidentiality policies and applicable forms.
  - i. Program implements Housing First principles, serves the hardest to serve the homeless, and actively works to move the greatest number of unsheltered individuals toward permanent housing.
  - j. Program implements a person-centered, strengths-based approach that tailors case management to each client.



- k. Collaboration with safety net providers, homeless providers, medical and behavioral health providers, substance use treatment programs, law enforcement, and other applicable partners.
- Program has an internal grievance process that clients can use to resolve conflicts within the program. Written policies and procedures for resolving grievances, including a statement regarding the client's right to request a reasonable accommodation, are posted in a conspicuous place and accessible to clients.

**Bidders must acknowledge all requirements of scope of work, previous section, including all categories and sub-points.**

Please Sign and Acknowledge Here: \_\_\_\_\_

J. Koebel; Captain  
Divisional Secretary for Business

If Bidder can provide additional services that are related to the services above, but not mentioned in this section, please list the additional services and detail how they will be beneficial to the city

**BIDDER'S RESPONSE:** *The Salvation Army additionally proposes to incorporate the program component titled "A Way Back Home" for clients who are assessed as eligible for reunification with family or a support system outside of San Bernardino City and County, as described further in this proposal.*

#### **Agency Qualifications, Experience, Capacity, and Outcomes**

- Recent relevant experience in providing services to the population(s) to be served and strong outcomes of the relevant services provided.
- Demonstrated the capacity of the agency to provide the identified services.
- Recent data demonstrating strong performance for relevant services provided.
- Experience training and monitoring staff and program performance.
- Expected performance outcomes and impact of services.
- Experience and approach for incorporating strategies ensuring racial and gender equity for all program participants.
- Experience and approach for incorporating people with lived experience of homelessness into the planning and implementation of the proposed program's services, policies, and procedures.
- Claims and violations against you or your organization.
- Ability to meet timelines and all requirements listed in the RFP.
- Clearly defined roles and responsibilities

Organizations that currently or previously contracted with the City will be reviewed for contract and program compliance, including financial management, timely and adequate submission of invoices and reports, monitoring results, performance, and any other relevant documentation or information.

### Customer Service

- Grievance policy.
- Demonstrated ability to collect and utilize feedback from clients in a systematic way to make program changes.
- Assurance of high-quality services.
- Responsive to the needs of clients.
- Experience providing culturally and linguistically appropriate services, including approach to providing services to clients who speak a language other than English.
- Demonstrated ability to collect and utilize feedback in a systematic way from key partners including other community organizations and City and -- programs that work with vulnerable residents.

### Budget and Financial Capacity

- Clarity of submitted budgets for services proposed in response.
- Please demonstrate how the agency could scale the project if you received less than your proposed budget.
- Experience administering grants or contracts from other public or private funders.
- Agency's overall stability and financial health.
- Budget and budget narrative provide sufficient detail on staffing costs and other line items.
- Experience tracking and reporting on funding for federal and state funded grants or contracts from other public agencies.
- Additional financial resources identified to be leveraged by the agency.
- Agency financial processes, including internal controls and compliance with accounting practices.

### Quality Assurance and Quality Improvement

- Utilizing data to identify performance measure outcomes, areas of need, and service impact.
- Ongoing quality assurance and quality improvement processes.
- Demonstrated ability to provide complete, timely, and accurate data in a case management system or other relevant experience that demonstrates the capacity for complete, timely, and accurate data entry/tracking.
- Additional measurements/metrics/deliverables/assessments provided to demonstrate program impact.

**Bidders must acknowledge all requirements of scope of work, previous section, including all categories and sub-points.**

Please Sign and Acknowledge Here: \_\_\_\_\_

J. Koebel; Captain  
Divisional Secretary for Business

If Bidder can provide additional services that are related to the services above, but not mentioned in this section, please list the additional services and detail how they will be beneficial to the city

**BIDDER'S RESPONSE:** No additional services proposed.



## Performance Evaluation

Upon award, the contract will reflect the required outcomes (per below chart). Performance will be measured through mandatory quarterly reporting. All reporting will be outlined with specific due dates in the contract. The renewal of funding each year is dependent on progress towards the deliverables being met.

REQUIRED annual performance measures (reported quarterly) will include the following:

Measure	
1	Number of unduplicated clients who move into permanent housing
2	Number of unduplicated clients who move into shelter or interim housing
3	Number of unduplicated clients who are connected to ongoing health services
4	Number of unduplicated clients who complete a CES assessment
5	Number of unduplicated individuals who receive outreach and engagement services each Fiscal Year
6	Cumulative annual number of Outreach and Engagement encounters
7	Percentage of rapid response inquiries responded to within 24 hours of the inquiry being made
8	Number of unduplicated individuals who receive case management services
9	Number of unduplicated showers provided; Number of cumulative showers provided
10	Number of MDT meetings held annually (a minimum of 12, with at least one every month)

**Bidders must acknowledge all requirements of scope of work, previous section, including all categories and sub-points.**

Please Sign and Acknowledge Here: \_\_\_\_\_

J. Koebel; Captain  
Divisional Secretary for Business

If Bidder can provide additional services that are related to the services above, but not mentioned in this section, please list the additional services and detail how they will be beneficial to the city

**BIDDER'S RESPONSE:** No additional services proposed.

## Proposal Contents and Format

Agencies must include the following information in the Proposal.

### Program and Model of Service Delivery

Describe the program and which service(s) you are proposing, including how services proposed align with the services described in this RFP. Ensure that you provide all detail requested to explain the services that will be offered and how the program will be structured. Additionally, please detail:

- Your implementation and start-up plan to begin services. It is the expectation that **services will begin no later than April 17, 2023.**
- How the proposed services will work with non-profits, homeless shelters, County agencies (i.e., DBH), law enforcement, primary and mental health, and other partners.
- How the program aligns with the Housing First approach.
- How the program helps each client/household to develop and implement their housing plan, and how the program assists clients with returning to housing as quickly as possible.
- How your agency plans to gather and incorporate feedback from people with lived experience of homelessness into the services listed in this RFP.

***Please see attached narrative for Program and Model of Service Delivery.***

### Staffing Plan

Describe the staffing plan for the proposed services, including:

- Hiring strategies that support a service implementation date of **April 17, 2023**
- Staff person responsible for ALL reporting requirements
- A list of positions/personnel that will be involved, their full time equivalent (FTE) for the program, and the roles and responsibilities of each staff.
- Which staff (or position) will provide different aspects of homeless outreach services (i.e., outreach and engagement, rapid response, case management, multi-disciplinary team meetings, and coordination with community vendors.
- Staff position(s) that will be responsible for staff supervision, program oversight, complying with tracking and reporting project performance outcomes, creating and implementing procedures and policies, and monitoring procedures and policies to ensure consistent application and high levels of customer service.
- Desired qualifications for staff members providing services under this RFP (i.e. Psych Tech courses, Alcohol and Drug Certification).
- Initial and ongoing training that staff will receive.
- Proposed schedule of services/hours of operation, including if and to what extent the program will provide services outside of business hours (outside of Monday-Friday, 8am-5pm).

***Please see attached narrative for Staffing Plan.***

The contractor will also make sure staff is appropriately equipped with safety articles, Lights, Boots, Bright Vest, Uniformed look Properly labels Homeless OUTREACH on uniforms.

**Bidders must acknowledge all requirements of scope of work, previous section, including all categories and sub-points.**

Please Sign and Acknowledge Here: \_\_\_\_\_

J.Koebel; Captain  
Divisional Secretary for Business

If Bidder can provide additional services that are related to the services above, but not mentioned in this section, please list the additional services and detail how they will be beneficial to the city

**BIDDER'S RESPONSE:** No additional services proposed.

### Budget and Budget Narrative

- Attach a detailed Program Budget specific to each proposed service. Please be clear regarding the amount requested per service and the total request, including staffing costs (Salaries and Benefits).
- Provide a budget narrative that describes and justifies budgeted line items.
- An agency may include indirect costs (administrative overhead) not to exceed ten percent of the overall request.
- The request cannot exceed \$1,500,000 (including indirect costs and fringe benefits). If it does, the proposal will be considered unresponsive.
- Note that the program budget does not take the place of a separate budget narrative.

*Please see attached Budget and Budget Narrative.*

### Agency Qualifications, Experience, Capacity, and Outcomes

Provide a statement of qualifications for your organization, including:

- Size of your organization (number and FTE of staff, delineating between employees and consultants),
- Organizational structure, including 501(c)(3) status, for-profit status, or other status, size and membership of governing board, and office/program locations
- Description of services provided by your organization,
- Your organization's experience providing the services requested in this RFP or similar services
- Specific target populations you have served through existing programs, and the results achieved.
- If you have not provided related services, please describe other programs you operated that have similar features, and include the population served and program results.
- How your agency currently incorporates people with lived experience of homelessness into the planning and implementation of your programs.
- Organization's experience administering contracts for Federal and State funding, including the types of contracts your organization received (funder, amount, term, program, etc.).

Exhibit A



Describe your organization's grievance policy (for clients who disagree with a program decision or feel that they are not receiving appropriate services) and how clients are informed about the policy. If there is no grievance policy in place, describe the process to establish a policy within the program start-up timeline.

*Please see attached narrative for Agency Qualifications, Experience, Capacity, and Outcomes.*

**Bidders must acknowledge all requirements of scope of work, previous section, including all categories and sub-points.**

Please Sign and Acknowledge Here:

J. Koebel, Captain  
Divisional Secretary for Business

If Bidder can provide additional services that are related to the services above, but not mentioned in this section, please list the additional services and detail how they will be beneficial to the city

**BIDDER'S RESPONSE:** No additional services proposed.

### **Data, Performance Measures, and Quality Improvement**

If you operate homeless outreach programs currently, describe the program scale and budget. List key outcomes for the past three fiscal years, including the number of clients served by outreach, the number of clients served who moved into a shelter or another temporary destination, the number of clients who moved into permanent housing, and any other vital outcomes. If your agency does not currently operate homeless outreach programs, list key performance measures and outcomes of any similar services or programs your agency provides.

Describe your agency's experience ensuring complete and timely data entry into a data management system.

Describe your agency's ongoing quality assurance and quality improvement processes and how you're the agency ensures high-quality services and consistent implementation of all policies, procedures, and tools.

*Please see attached narrative for Data, Performance Measures, and Quality Improvement.*

**Attachments (mandatory but not included in total page count)**

Attach the following documents:

- A letter from the Board of Directors authorizing the submission of this proposal, including the total dollar amount requested, services proposed, and the person responsible for the delivery of services
- Overall agency organization chart
- Proposed program-specific organizational chart (with titles)
- Documentation of 501(c)(3) status
- Organization's grievance policy (staff and clients)
- Overall agency budget and actuals for FY 21-22 and current budget for FY 22-23
- Agency's most recent audited financial statement

**Bidders must acknowledge all requirements of scope of work, previous section, including all categories and sub-points.**

Please Sign and Acknowledge Here: \_\_\_\_\_

J. Koebel; Captain  
Divisional Secretary for Business

If Bidder can provide additional services that are related to the services above, but not mentioned in this section, please list the additional services and detail how they will be beneficial to the city

**BIDDER'S RESPONSE:** No additional services proposed.

## **EXHIBIT A RESPONSES**

*Responses are provided as instructed in Exhibit A under “Proposal Contents and Format.”*

### **Program and Model of Service Delivery**

***Describe the program and which service(s) you are proposing, including how services proposed align with the services described in this RFP. Ensure that you provide all detail requested to explain the services that will be offered and how the program will be structured.***

The Salvation Army (TSA) is well-positioned to undertake the services described in the City of San Bernardino’s Request for Proposals (RFP) for Homeless Street Outreach (HSO), including achieving the City’s objective of beginning those services by April 17, 2023. TSA will model the proposed HSO program on its successful Dignity Health Mobile Street Outreach program, which was in operation in San Bernardino through a contract with Dignity Health from 2020-2022 and has been continued by TSA into 2023. The existing program will be modified to incorporate the scope of work detailed in the City’s RFP, specifically, Exhibit A. Additionally, TSA proposes additional services through the program component titled “A Way Back Home,” TSA’s homeless reunification program. A Way Back Home found great success when implemented in San Diego County through collaboration between TSA, the local region of providers, and TSA’s worldwide network of corps community/service centers and other program facilities.

Primary components of the proposed program, consistent with the Scope of Services outlined in the RFP, will be conducted by the HSO Program team (1 Director of Programs, 1 Assistant Program Manager, 1 Outreach and Engagement Coordinator, 3 Outreach Navigators, and 3 Outreach Advocates) as follows:

- **Outreach and Engagement**

HSO team will conduct outreach to individuals and families who are homeless within the City of San Bernardino, including in the urban core, suburban areas, service venues, encampments, structures, and other locations, targeting services to those identified as most in need. Initial outreach efforts may involve provision of essential items, including drinks, food items, comfort items (e.g., clean socks, hygiene kits) and DMV or Birth Certificate vouchers to obtain identification, as a means to initially engage homeless persons. HSO team will utilize multiple strategies, including motivational interviewing, trauma-informed care, crisis resolution and non-violent crisis intervention, and housing first principles, already integral to existing Salvation Army outreach, homeless, and shelter services within San Bernardino, to develop client-centered relationships and build the trust needed to assist persons forward in self-sufficiency, toward resolution of homelessness and access to housing and services.

- **Rapid-Response**

TSA recognizes the need to provide outreach services to unsheltered homeless during non-traditional hours and in a Rapid-Response format. Although it can be difficult to make linkages with needed services, often operating only during normal business hours, the initial engagement of unsheltered homeless persons during times of crisis or extreme need,

allow for ongoing development of a trusted relationship, increased receptivity to assistance with service and housing needs, and increased ability to meet basic human needs.

Current outreach efforts by TSA in San Bernardino includes outreach during nontraditional hours, and often in collaboration with other local agencies. The Outreach Navigators and Outreach Advocates hired for the proposed program will be willing and able to work non-traditional hours and provide Rapid-Response as required to best meet client needs and the outreach goals established by the City of San Bernardino.

HSO team will establish and utilize a central phone number and central e-mail address to receive referrals from a myriad of sources, including (but not limited to) medical providers, law enforcement, other providers, and the community at large. The process for making rapid response inquiries and follow-up by HSO team, will be communicated to community agencies, medical providers, law enforcement, stakeholders, education systems, city entities, and community members.

Responses will occur within 24 hours, Monday through Friday. Phone and e-mail messages will be monitored Monday–Friday with all inquiries responded to in person within 24 hours Monday-Friday during standard business hours, and the inquiring party informed of the status within 72 hours. Additionally, the program will include the following components:

- Deployment of HSO staff to locations of inquiries – Reasonable efforts will be made to contact and engage unsheltered, homeless individuals or households referred.
- If contact is made and client is unwilling, TSA will provide outreach and engagement activities as allowable by the client and within scope of services.
- Emphasis is placed on immediate connection to services such as emergency shelter residential setting, navigation center, medical facility, detox/residential treatment, or crisis stabilization services.
- The HSO program will develop a system for documenting all rapid-response inquiries and responses and complete any referrals for service that arise out of emergency response in a timely manner.

- Intensive Case Management

HSO team will conduct intake and assessment interviews with homeless individuals, entering information into HMIS inclusive of Self-Sufficiency Matrix and VI-SPDAT scores. Intake and assessment information will be utilized to prioritize high need individuals/families, make a master list of homeless individuals within San Bernardino City and to make appropriate referrals to housing and social services providers. The HSO team will provide ongoing case management focused on moving clients forward in self-sufficiency, toward resolution of homelessness, either into permanent housing when possible or upon initial or ongoing engagement into the shelters or navigation center through developed protocol. As client-centered relationships are developed with homeless individuals/families, it is the hope that the depth of Intensive Case Management increases and services connected and referred to will address underlying reasons for homelessness such as substance abuse, trauma, mental health or other things which led to the person



being unsheltered within the City of San Bernardino. HSO team will assist participants in development, implementation, and revision of individualized short- and long-term care plans, consistently monitor client progress toward goals, assist with making linkages to needed services (health and behavioral health, legal, benefits, etc.), and advocate for and support individuals through the process of having basic needs met, increasing self-sufficiency, securing housing, benefits, and social services. TSA commits to working towards the established performance outcomes for clients as required by the City of San Bernardino, to reflect success in engaging unsheltered clients, moving homeless clients into the shelter/navigation center, and/or moving homeless clients into permanent housing, reunifying with support systems, or other long term stabilizing solutions.

- Multiple Disciplinary Team (MDT) Meetings

The HSO team will work as part of the multi-disciplinary team in collaboration with the City of San Bernardino, inclusive of other City outreach workers and community partners. As part of this effort, the HSO team and TSA Director of Programs, along with Outreach and Engagement Coordinator, will establish and/or maintain relationships (many of these relationships are already in place due to existing work by TSA in San Bernardino City and County) with City and County staff, law enforcement, housing providers, health and human services organizations, business owners, and residents to provide community education about homelessness and respond to specific community concerns related to homeless individuals. The HSO team will participate in CES and other program-related coalitions, meetings and partnerships; meet regularly with the City Housing Department staff and MDT to exchange pertinent information, provide ongoing updates and address client issues of concern as needed; and provide accurate, complete, and timely data and regular progress reports to the City of San Bernardino.

- Additional Services

A Way Back Home: As previously noted, this proposed additional work would be an enhancement to the HSO program, consisting of reunification services for clients who are assessed as eligible for reunification with family or a support system outside of San Bernardino City and County. Clients would engage in Intensive Case Management with specific focus toward reunification services. A client must have receiving relative(s) or support person(s) who are willing to accommodate and support the client in their transition into the community they are relocating to for reunification. Additionally, due to the worldwide network and established service locations that TSA has in place, the Outreach Navigator would be responsible for also connecting the part willing to accept the reunified client to local services in the area the client will transition to for support. Once the client is assessed as eligible for reunification, their family or support system is identified, and contact is initiated with local Salvation Army staff in the identified reunification city, transportation plans and arrangements would be made for the individual to have access to communication through their journey, and account for their immediate and basic needs while in transition. Transportation/reunification assistance for an individual is proposed at an average cost of \$800 per person. Intensive case management while in the travel phase of this service would continue to ensure the individual successfully reaches their destination, connects with their family or support system, and has connected with TSA

locally to continue to have support and basic needs met. This program also requires a 90-day and 6-month follow up to confirm success or support troubleshooting issues with client. During the follow up process, the client's case would be transferred from TSA in San Bernardino to the local unit through TSA's internal database system, which allows for secure transmission of client information and documentation.

***Implementation and start-up plan to begin services:***

Should the City select TSA as the approved bidder for the HSO program, upon formal written notification from the City and commencement of the contract agreement process, TSA is prepared to finalize the hiring of all additional staff, purchase the approved budgeted items, and take all other necessary steps to ensure the HSO program is ready to begin services as of the City's established start date of April 17, 2023. Actions to be taken toward that objective will include:

- By April 1, 2023: Hire five additional staff to support HSO program with the ability to implement program by April 17, 2023. This will include 2 Outreach Navigators/Case Managers and 3 Outreach/Peer Advocates in addition to existing Business Administrator, Director of Programs, Outreach & Engagement Coordinator and 1 Outreach Navigator/Case Manager.
- Schedule initial Multi-Disciplinary Team meeting with community collaborative partners and service providers within 30 days of program implementation; and set calendar dates for the first year MDT team meetings in collaboration with meeting participants for the first year of program operations.
- By April 17, 2023, establish central referral process (e-mail and phone) and communicate to community members, individuals experiencing homelessness and services providers the process for which Rapid-Response requests and referrals can be submitted.
- Street Outreach and Engagement - Intensive Case Management provided to a minimum of 15-20 active cases at a given time per Outreach Navigator/Case Manager, with shared responsibility by Outreach Advocate to enhance service delivery capability and support of individuals within case load. Case load expected to reach minimum required active cases by June 17<sup>th</sup>, 2023.
- To provide appropriate access, tracking and reporting for the proposed HSO program, TSA will purchase three laptop computers, one printer, two vans, and necessary program and office supplies in advance of April 17, 2023.

The proposed HSO program will have the potential to utilize office space that is available at three TSA locations throughout the City of San Bernardino: Hospitality House Emergency Shelter (925 W. 10<sup>th</sup> Street, San Bernardino), Hospitality House Men's Annex (730 W. Spruce Street, San Bernardino), and TSA's rented warehouse (located at the former San Bernardino Airport). Although these locations are centrally located throughout the city and available for use, TSA would appreciate the use of city office space, which would foster connection and collaboration and strengthen ability to seamlessly work with City staff, departments and other community partners.

***How the proposed services will work with non-profits, homeless shelters, County agencies (i.e., DBH), law enforcement, primary and mental health, and other partners:***

TSA is already firmly established as a collaborative partner within the City and County of San Bernardino and has referral relationships in place to make appropriate linkages and referrals for

clients assisted through the proposed HSO program. TSA currently holds contracts with the County of San Bernardino Continuum of Care and is familiar with and currently operates using the CoC's Written Standards for homeless services delivery, including homeless street outreach. These standards for service delivery will continue to be incorporated into the proposed HSO program. The program will also benefit from existing shelter, community meal, social service assistance (Homeless Prevention, Rapid Re-housing, utility assistance), and food pantry programs operated by TSA County-wide through contracts with the County, State, surrounding cities, EFSP local board and other private entities. The existing collaborative relationships developed by TSA within the City of San Bernardino and service providers regionally will continue to link homeless clients to appropriate supportive services. These increasing connections to the community and expanded access to services will be relied upon to fulfill the HSO program's goal of facilitating clients' path to self-sufficiency, permanent housing, and long-term stability.

***How the program aligns with the Housing First approach:***

TSA is experienced in following a housing first/low barrier model through its existing street outreach program as well as other programs for persons experiencing homelessness and will continue to implement this model throughout its service provision in the proposed HSO program. The HSO program will be easily accessible to all, including people with no income or income history and those with active substance abuse or mental health issues, adhering to principals of a high tolerance/harm reduction model. Program staff will utilize multiple strategies, including motivational interviewing and other long-term engagement strategies, to ensure that clients with significant barriers to housing and/or reluctance to access assistance are assisted whenever possible. Assistance is geared toward ensuring a smooth transition to housing and assisting the individual/family in overcoming specific barriers to housing.

***How your agency plans to gather and incorporate feedback from people with lived experience of homelessness into the services listed in this RFP:***

TSA consistently seeks to enlist individuals with lived experience of homelessness into their infrastructure and framework. Locally, within The Salvation Army San Bernardino Advisory Board, there are two individuals with lived experience who are active as part of the board. Within the current TSA staff represented in San Bernardino, nine employees currently employed throughout different capacities have lived experience of homelessness. As TSA is a client-focused provider, regular feedback and evaluation of policies, procedures, programs, and proposed programs is an active part of regular business and operations. Additionally, each position within the proposed program indicates in the Job Description and position qualifications that experience either directly related to professional work in the area of homeless services or in the area of personal lived homelessness experience is required, as this adds an element of relatability, relevance and tangible insight to the program. TSA strives to deliver services driven by clients' needs, by accurately representing and meeting those presented needs.

## **Staffing Plan**

The proposed HSO Program will benefit from TSA's existing HSO team in San Bernardino, which consists of management staff including the Business Administrator, Director of Programs, and Assistant Program Manager as well as two existing street outreach positions (Outreach & Engagement Coordinator and Outreach Navigator, both of which are in the process of being filled by strong candidates). This program will be strengthened and able to operate in an increased capacity to deliver the program elements outlined in Scope of Work by adding five new members to its team, resulting in a total of seven dedicated Street Outreach personnel.

### ***Hiring strategies that support a service implementation date of April 17, 2023:***

TSA will promptly post the five additional positions via internal posting, TSA's websites, and through Indeed.com. Applications will be vetted by TSA's San Bernardino management staff and with the assistance of the Southern California Divisional Headquarters Human Resources recruiter. Interviews for individuals who have already applied for outreach positions have been conducted, and there is a readily available pool of six individuals who are qualified and seeking employment. These individuals are aware of potential influx of hire due to this program proposal.

### ***Staff person responsible for ALL reporting requirements:***

The Director of Programs will have responsibility for all reporting requirements. Assistance may be provided by the Assistant Program Manager and Outreach & Engagement Coordinator.

### ***A list of positions/personnel that will be involved, their full time equivalent (FTE) for the program, and the roles and responsibilities of each staff.***

The proposed HSO program will be staffed by the following individuals:

- Steven Pinckney – 1 FTE Business Administrator at 10% (4 hours per week dedicated to City HSO program): Responsible for all functions of HSO program staffing, operations, financial responsibility and program compliance.
- Naomi Goforth-Kuhlman – 1 FTE Director of Programs at 12.5% (5 hours per week dedicated to City HSO program): Program oversight and structure; responsible for overall program operations, including quality assurance and improvement, consistency of services, ongoing training, and supervision of staff, facilitates partnerships with stakeholders, data tracking and performance outcomes.
- Jose Gonzalez – 1 FTE Assistant Program Manager at 12.5% (5 hours per week dedicated to City HSO program): Under the supervision of the Director of Programs, assists with program oversight and overall program operations. Supports staff in managing schedules and staffing coverage, acquiring supplies and items, and assists with property issues which impact program operation and function.
- Vacant (in process of hiring candidate) – 1 FTE Outreach & Engagement Coordinator at 75% (30 hours per week dedicated to City HSO program) - Assists with program oversight and structure, facilitating of partnerships with stakeholders, data tracking and performance outcomes.
- Vacant (one of three in process of being hired) – 3 FTE Outreach Navigators/Case Managers at 75% (30 hours each per week dedicated to City HSO program) - Intensive Case Management (case load of 15-20), Rapid Response, MDT Team Meetings, additional Individualized Services

- Vacant – 3 FTE Outreach Advocates/Peer Advocates at 75% (each at 30 hours per week dedicated to City HSO program) - Outreach & Engagement, Rapid Response, MDT Team Meetings, Additional Individualized Services

Please note that program allocation for the City HSO program is proposed at 75% for the Outreach & Engagement Coordinator, Outreach Navigators, and Outreach Advocates, as 25% of these positions' time is anticipated to be dedicated to TSA's HSO program outside of the City of San Bernardino (throughout San Bernardino County). Additionally, for further details relative to roles and responsibilities, please see enclosed job descriptions for all proposed staff.

***Which staff (or position) will provide different aspects of homeless outreach services?***

- Outreach and engagement: Outreach Advocates, Outreach Navigators/Case Managers, and Outreach & Engagement Coordinator
- Rapid Response: Outreach Advocates and Outreach Navigators/Case Managers, Outreach & Engagement Coordinator, and other TSA staff as needed
- Case Management: Outreach Navigators/Case Managers, and Outreach & Engagement Coordinator
- Multidisciplinary Team Meetings: All HSO management and program staff
- Coordination with community vendors: All HSO management and program staff

Periodically, the Director of Programs and Assistant Program Manager may step in to support the HSO team as needed with respect to specific services noted above. The Director of Programs will provide ongoing and direct oversight of the HSO team, with the assistance of the Outreach & Engagement Coordinator to involve coordination of ongoing staff training and professional development activities, weekly team case conferencing (discussions of individual client issues and overall program goals and objectives), and ongoing assistance for client issues as needed.

***Staff position(s) that will be responsible for staff supervision, program oversight, complying with tracking and reporting project performance outcomes, creating and implementing procedures and policies, and monitoring procedures and policies to ensure consistent application and high levels of customer service:***

The proposed HSO program will operate under the direction of TSA San Bernardino's Business Administrator, with programmatic supervision by the Director of Programs. All seven outreach team members will report to the Director of Programs. Maintaining a high level of service for clients, compliance relative to performance outcomes, policies and procedures, and other program components will be the responsibility of the Director of Programs.

***Desired qualifications for staff members providing services under this RFP:***

Desired qualifications for the Outreach Advocates (3) include the following: high school diploma/GED with two years' experience working with homeless individuals or relatable life experience; excellent written and verbal communication and interpersonal skills, proven ability to collaborate with community partners; ability to pass background check; bilingual English/Spanish preferred; availability to work evenings, weekends, or on-call rapid response ability to provide services to clients at numerous locations within the City of San Bernardino; proficiency in Microsoft Office applications and HMIS. (Applicants otherwise appropriate for the position, but

without this experience will receive training from TSA prior to commencement of job responsibilities and direct oversight and assistance for the first three months of employment.)

Outreach Navigators/Case Managers (3) will meet the minimal criteria outlined above for the Outreach Advocates as well as the following: Associate's Degree or certificate in related field OR experience equivalent to same level of education, minimum three years' work experience of similar capacity and function; current and verifiable training (minimum of entry level) in one of the following areas of expertise: medical, mental health, substance abuse, vulnerable populations, victim services, experience conducting street outreach activity, demonstrated ability to apply harm reduction, motivational interviewing, and trauma informed techniques, as well as an in-depth knowledge of the CoC and issues faced by homeless individuals and other marginalized populations in crisis (or will receive intensive training related to these issues from TSA prior to commencement of job responsibilities). Outreach Navigators/Case Managers will work a flexible schedule, allowing for early morning, early evening, weekend, or on-call rapid response hours as appropriate to the outreach activities identified as most appropriate to engage unsheltered homeless and meet program goals and objectives.

Outreach & Engagement Coordinator (1) will meet all criteria outlined above and will additionally have a minimum of three years in leadership of a project of similar size and scope.

For additional information relative to staff qualifications, please see enclosed resumes for Business Administrator and Director of Programs as well as job descriptions for all staff proposed.

As further emphasis of TSA's commitment to accessibility of services regarding language capacity, please note that TSA regularly employs staff with bilingual capability, particularly focused on English and Spanish speaking. TSA will seek to employ additional staff to supplement those already in place who are bilingual in English/Spanish or other predominant languages in the region. Further, TSA in San Bernardino has the technical capacity to utilize translation applications and equipment to meet the needs of clients with diverse backgrounds.

***Initial and ongoing training that staff will receive:***

- Within 30 days
  - Decision Driving, Sexual Harassment, Social Service Ethics, Human Trafficking Awareness, Homeless Populations and Engagement, Case Management 101, Street Outreach Introduction and Basics – to be provided by TSA
  - Safety and Security Series: Basic, Conflict Resolution, How and When to Call 911, Principles of De-escalation - National Health Care for the Homeless Council
  - Mental Health First Aide – Making Hope Happen Foundation
  - Narcan and Overdose response training - Inland Empire Harm Reduction
- Within 1-3 months
  - Crisis Intervention- San Bernardino County Department of Behavioral Health
  - Stop the Bleed –Loma Linda University
  - Mental Health Basics, Trauma-Informed Approaches Certification – CSH/Supportive Housing Training Center
- Within 3-6 months
  - Question Persuade Refer - Making Hope Happen Foundation

- Partner and Domestic Violence - Partners Against Violence
  - Trauma-Informed vs. Trauma Responsive - Run 2 Rescue, Shannon Forsythe
- Ongoing quarterly and annual trainings
  - Ongoing trainings will pertain to current matters relating to housing and homelessness, target populations, services rendered, and special considerations.

Through initial and ongoing training, professional development, and continuing education activities overseen by the Director of Programs along with the Outreach & Engagement Coordinator, TSA will ensure that the proposed HSO team maintains knowledge of the San Bernardino area, including City policies related to the provision of services for the homeless, and of general principles and practices related to street outreach, counseling, case management and intervention, housing, health/mental health, substance use disorder assessments, interventions, and programs and services. Existing and ongoing collaborative efforts and coordinative activities will additionally ensure that the HSO team remains current and knowledgeable about local housing and social services programs, public benefits, community resources, referrals and service linkages.

***Proposed schedule of services/hours of operation, including if and to what extent the program will provide services outside of business hours (outside of Monday-Friday, 8am- 5pm).***

TSA recognizes the need to receive referrals and communication as well as provide outreach to unsheltered homeless during non-traditional hours and in a Rapid-Response format. Although it can be difficult to make linkages with needed services, often operating only during normal business hours, the initial engagement of unsheltered homeless persons during times of crisis or extreme need allow for ongoing development of a trusted relationship, increased receptivity to assistance with service and housing needs, and increased ability to meet basic human needs.

Current outreach efforts by TSA in San Bernardino includes outreach during nontraditional hours, and often in collaboration with other local agencies. The Outreach Navigators and Outreach Advocates hired for the proposed program will be willing and able to work non-traditional hours and provide Rapid-Response in an on-call basis, rotating between 3 Outreach teams, to best meet client needs and the outreach goals established by the City of San Bernardino.

HSO will establish and utilize a central phone number and central e-mail to receive referrals from a myriad of sources, including medical providers, law enforcement, and the community at large. The process for making rapid response inquiries and follow-up by the HSO team will be communicated to community agencies, medical providers, law enforcement, stakeholders, education systems, city entities, and community members, making referrals accessible 24/7 and available to all. Responses will occur within 24 hours, Monday through Friday. Phone and e-mail messages will be monitored Monday- Friday with all inquiries responded to in person within 24 hours Monday-Friday during standard business hours, and the inquiring party informed of the status within 72 hours.

Regular services outside of Rapid Response for HSO program will be delivered Monday-Friday, 7:00 AM to 3:30 PM, with the ability to adapt and augment scheduling to meet the needs of HSO program clients on case load or address urgent needs as identified by collaborative partners and city administration.



## **Agency Qualifications, Experience, Capacity, and Outcomes**

The Salvation Army (TSA) has the organizational capacity to successfully carry out the required scope of work to serve unsheltered persons experiencing homelessness in the City of San Bernardino.

### ***Size of your organization (number and FTE of staff):***

- TSA is an international organization, with approximately 105,000 employees worldwide.
- Nationally, TSA employs approximately 49,770 staff (as of FY 2021 annual report)
- TSA's Southern California Division, which includes operations in nine Central and Southern California counties (including San Bernardino), currently employs 917 full-time employees and 285 part-time employees. Southern California Divisional Headquarters, located in Carson (Los Angeles County), currently employs 104 full-time staff in the Divisional Departments of Business, Finance, Social Services, Human Resources, Development, I.T., and other departments, all of which oversee and provide support to local units throughout the Division. In addition to local San Bernardino program leadership, the proposed HSO program will be overseen by this Divisional leadership.
- Locally, TSA San Bernardino operations employ 25 individuals.

### ***Organizational structure, including 501(c)(3) status, for-profit status, or other status, size and membership of governing board, and office/program locations:***

Since TSA's founding in 1865 in London, England, the organization has expanded both geographically and programmatically to address critical needs in 131 countries around the world. TSA's International Headquarters remains in London, with U.S.A. National Headquarters in Alexandria, Virginia. Nationwide, The Salvation Army is divided into four territories – Western Territory (headquartered in Rancho Palos Verdes, California), Central Territory (Illinois), Southern Territory (Georgia), and Eastern Territory (New York) – with each territory organized under a separate corporation and board of directors. The proposed program is located within TSA's Western Territory (The Salvation Army, a California corporation), which governs nine Divisions, including the Southern California Division previously referenced.

TSA (The Salvation Army, a California corporation) is tax-exempt under Internal Revenue Code Section 501(c)(3). The Board of Directors for the corporation consists of Salvation Army officers in leadership at Western Territorial Headquarters in Rancho Palos Verdes, CA. At a local level, TSA's San Bernardino Advisory Board is comprised of volunteers in the community who provide guidance and oversight for local operations.

### ***Description of services provided by your organization:***

- TSA Southern California Division: At a divisional level, TSA Southern California Division is a leading provider of programs and services for low-income, homeless, and at-risk individuals and families. The Division currently operates over 50 Corps and Service Centers, with programming including food pantries; meals; childcare centers; after-school programs; children's summer camps; homeless prevention services (including rental and utility assistance); seasonal/holiday assistance; services for elderly persons; and emergency

disaster services. Additionally, the Division provides over 30 programs for persons experiencing homelessness, including emergency shelters, interim housing, permanent supportive housing, and access centers. Further, the Division operates 15 low-income senior residences, which house a total of 1,336 seniors, as well as 8 Adult Rehabilitation Centers (residential treatment centers for substance use). Relative to homeless street outreach programs, TSA operates substantial outreach programs in Los Angeles County (with special focus on Skid Row), Ventura County, and San Bernardino County (as described further below). TSA's goal when serving any client is to provide comprehensive supportive services and linkages necessary for that individual/family to overcome barriers and obtain long-term stability.

- **TSA San Bernardino:** Services to the homeless, including street outreach, have been provided by TSA in various communities in the United States since the late 1800s and continuously in San Bernardino for almost as long. In 1887, TSA began its work in the city of San Bernardino. Since its establishment in the city, issues such as substance abuse, poverty, hunger, homelessness and housing have been of paramount focus. Shelter and transitional housing for the homeless have been provided in the city of San Bernardino since the 1980's when formal shelter programs were opened. In 2010 there was a grand re-opening of The Salvation Army Hospitality House Emergency Shelter, Transitional Living, and Community Meal program. This facility currently provides 95 beds of Emergency Shelter or Transitional Living to families with children and unaccompanied women over the age of 18. Additionally, The Salvation has operated a Men's Transitional recovery home for over 15 years, and periodically as recently as 2019-2020 has provided Cold Weather or Winter shelter services to varying target populations at scattered-site locations throughout the County of San Bernardino and within the City of San Bernardino itself. Services provided by TSA San Bernardino in 2022 include the following:
  - Households received groceries: 10,318
  - Meals served: 105,981
  - Persons served 18,201
  - Nights of shelter at Hospitality House: 31,534

***Your organization's experience providing the services requested in this RFP or similar services:***

In the city of San Bernardino, street outreach has been provided by TSA since the late 1800s. Outreach services substantially increased in 2018 with the award of a contract through San Bernardino County for HEAP funds, which included the ability to administer services through Rapid Re-housing to unhoused individuals who qualified. In 2020, services were further enhanced through funding from a contract with Dignity Health to regionally administer Mobile Street Outreach Services through their Homeless Health Initiative Grant. In early 2021, San Bernardino City developed a Homeless Outreach Collaborative between local service providers, waste management, local law enforcement, and city representatives. TSA was a main partner in the collaboration. As a result, TSA has continued to be a strong partner with the City's new administration and Housing and Homelessness team in street outreach activities. In 2022, San Bernardino County awarded TSA with additional funds to support the Street Outreach program in the city of San Bernardino. Street Outreach engagement and case management services have been

ongoing to present day as a result, through a two-person Mobile Street Outreach team housed within the city of San Bernardino.

***Specific target populations you have served through existing programs, and the results achieved:***

TSA in San Bernardino does not specifically target certain homeless populations as part of its overall outreach program. TSA is experienced in serving a broad range of populations experiencing homelessness, including individuals who are chronically homeless, persons with substance use and mental health disorders, individuals with physical disabilities, military veterans, families with children, victims of trafficking, transitional age youth, and other populations with unique needs. In 2022, the HSO program engaged with 251 unhoused individuals, 100 clients were intensively case managed, and 82 obtained stability in permanent housing over the course of the two year contract period.

***If you have not provided related services, please describe other programs you operated that have similar features, and include the population served and program results.***

Not applicable; TSA is an experienced provider of homeless outreach services.

***How your agency currently incorporates people with lived experience of homelessness into the planning and implementation of your programs:***

TSA consistently seeks to enlist individuals with lived experience of homelessness into their infrastructure and framework. Locally, within The Salvation Army San Bernardino Advisory Board, there are two individuals with lived experience who are active as part of the board. Within the current TSA staff represented in San Bernardino, nine employees currently employed throughout different capacities have lived experience of homelessness. As TSA is a client-focused provider, regular feedback and evaluation of policies, procedures, programs, and proposed programs is an active part of regular business and operations. TSA strives to deliver services driven by clients' needs, by accurately representing and meeting those presented needs.

***Organization's experience administering contracts for Federal and State funding, including the types of contracts your organization:***

- In TSA's FY 2022 (10/1/21-9/30/22), the Southern California Division received over \$80 million in government funding from Federal, State, County, and City governments. Agencies providing the highest amount of funding for Divisional programs included the following:
  - County of Los Angeles, including Department of Mental Health, Department of Health Services, and County Measure H proceeds – benefiting multiple TSA shelter and housing programs for homeless clients in L.A. County: \$27,252,785
  - U.S. Department of Housing and Urban Development, including Continuum of Care Program, Emergency Solutions Grant (ESG) Program, Community Development Block Grant Program (CDBG), and Housing Opportunities for Persons with AIDS (HOPWA) – benefiting multiple TSA programs shelter, housing, and social services programs throughout the Division: \$14,878,355
  - U.S. Department of Veterans Affairs, including Supportive Services for Veteran Families (SSVF) Program, Homeless Providers Grant and Per Diem (GPD)

- Program – benefiting multiple TSA homeless and prevention programs throughout Division: \$9,657,940
- U.S. Department of Health and Human Services, including Drug Medi-Cal Program, General Childcare Program, and State Preschool Programs as administered by the State of California – benefiting multiple sites in Division: \$6,401,532
- U.S. Department of Treasury (Coronavirus Relief Funds) – benefitting multiple programs throughout the Division: \$4,763,232
- U.S. Dept of Homeland Security – Federal Emergency Management Agency (FEMA) Emergency Food and Shelter Program (EFSP) – benefiting multiple food and shelter programs throughout the Division: \$4,175,814
- TSA San Bernardino Hospitality House has been a regular recipient of HUD’s Emergency Solutions Grant (ESG) funding through the City and County of San Bernardino as well as FEMA’s EFSP funding through the local EFSP board. Recent government funding received in TSA’s FY 2022 for San Bernardino programs totaled \$792,292 and included the following:
  - FEMA – EFSP: \$80,410
  - State of California, Dept of Housing and Community Development (HCD) – through the City of San Bernardino – Permanent Local Housing Allocation (PLHA) program: \$100,682
  - HUD – through the County of San Bernardino – CDBG-CV: \$95,488
  - HUD – through City of San Bernardino – ESG: \$87,624
  - HUD – through County of San Bernardino – ESG-CV – \$233,334
  - HUD – through County of San Bernardino – ESG-CV (for County winter shelter): \$195,254

***Describe your organization’s grievance policy (for clients who disagree with a program decision or feel that they are not receiving appropriate services) and how clients are informed about the policy. If there is no grievance policy in place, describe the process to establish a policy within the program start-up timeline.***

Because client safety and wellbeing is important to TSA, its leadership must review all grievances within a timely manner. As TSA San Bernardino’s Grievance Policy states, grievance forms are available when a client wishes to file a grievance regarding a staff member or feels their rights have been violated. Forms can be turned in at any time to the intake/reception area for staff review. Any form turned in will be given to the Director for Programs. Clients who are engaged in case management or services beyond engagement will receive a paper grievance policy in person or through electronic communication. Those who are engaged in services are informed of the policy, which is available to be provided by all staff in the field and posted in vehicles utilized for outreach. 24/7 access to the policy will be available through Hospitality House at the 925 W. 10th Street location and via electronic communication through rapid response/referral system email.

## **Data, Performance Measures, and Quality Improvement**

***If you operate homeless outreach programs currently, describe the program scale and budget. List key outcomes for the past three fiscal years, including the number of clients served by outreach, the number of clients served who moved into a shelter or another temporary destination, the number of clients who moved into permanent housing, and any other vital outcomes.***

The current outreach budget for TSA's San Bernardino HSO program is approximately \$200,000, including about \$130,000 for staffing costs and a remaining \$70,000 for supplies, transportation costs (associated with existing van for the program), essential food and other items for clients, and administrative costs.

Key outcomes for recent years, for which the program was formally administered under the Dignity Health contract, are as follows:

- Year 1: 173 unhoused individuals engaged, 47 received case management, 45 obtained permanent housing or stable living accommodations.
- Year 2: 251 unhoused individuals engaged, 53 received case management, 37 obtained stable housing or permanent living conditions.
- Year 3: currently being administered

TSA will adhere to the performance outcomes pursuant to those indicated in this RFP and as established in further detail by the city of San Bernardino.

***Describe your agency's experience ensuring complete and timely data entry into a data management system.***

Accurate and timely data entry is completed with regular quality assurance checks by the Director of Programs, with assistance from the Assistant Program Manager. Reporting within HMIS allows for access to data, which compiles staff time associated with HMIS utilization and system utilization as a whole. Additionally, data quality reports indicate timeliness measures. On a bi-weekly and monthly basis, the Outreach & Engagement Coordinator will be responsible for regularly running this report.

TSA staff maintain a high level of ethical conduct, following long-established TSA protocols related to client privacy and confidentiality, dual relationships, and professional stature; and will maintain documentation and records in accordance with applicable standards and regulations, grant requirements, etc. Staff will continue to actively use HMIS for the proposed program. TSA will monitor participant progress toward established goals, both individually and for purposes of program tracking and outcome measurement.

***Describe your agency's ongoing quality assurance and quality improvement processes and how your agency ensures high-quality services and consistent implementation of all policies, procedures, and tools.***

As the Director of Programs, Naomi Goforth-Kuhlman provides careful program oversight and structure and is responsible for overall program operations, including quality assurance and improvement, consistency of services, ongoing training, and supervision of staff, data tracking,

and performance outcomes. Further supervision is provided the Business Administrator (Steven Pinckney), with overall leadership of San Bernardino operations provided by the Corps Officer, Major Isaias Braga. Additionally, TSA Southern California Divisional Headquarters – led by the Divisional Social Services Department (including the Director of Social Services, Director of Homeless Services, Quality Assurance Specialist, and other social services staff) – will ensure that the San Bernardino HSO program adheres to program policies and procedures through ongoing site visits, review of statistical data reported in TSA’s database, and other standard administration/oversight activities conducted at the Divisional level.

## **Program Budget and Budget Narrative**

The enclosed Program Budget provides itemized expenses and revenue sources specific to The Salvation Army's (TSA) proposed services for the Homeless Street Outreach (HSO) program in San Bernardino.

TSA requests \$1,500,000 from the City of San Bernardino for the proposed HSO program. Funding is requested for program costs for three years, from April 17, 2023, to April 16, 2026, for the expenses described below.

### **Expenses**

#### ***Staffing Expenses***

Existing TSA San Bernardino HSO program positions include 1 Business Administrator, 1 Director of Programs, 1 Assistant Program Manager, 1 Outreach & Engagement Coordinator, and 1 Outreach Navigator. TSA is proposing to expand its HSO program with 5 additional staff, including 2 more Outreach Navigators and 3 Outreach Advocates. Staffing costs associated with the proposed scope of work to be undertaken by all proposed staff are listed below and reflect program allocation percentages based on the number of actual hours anticipated to be performed for the City HSO program on a weekly basis. This includes 75% allocations for the Outreach & Engagement Coordinator, Outreach Navigators, and Outreach Advocates, as 25% of these positions' time is anticipated to be dedicated to TSA's outreach program conducted outside of the City of San Bernardino (25% expected to be dedicated throughout other areas of San Bernardino County).

- Business Administrator: 1 FTE, 10% program allocation (4 hours per week)  
Annual salary \$63,356/yr + payroll/benefits of \$24,411 annually x 3 yrs =  
\$263,301 x 10% of time = \$26,330
- Director of Programs: 1 FTE, 12.5% program allocation (5 hours per week)  
Annual salary \$62,759/yr + payroll/benefits of \$24,260 annually x 3 yrs =  
\$261,056 x 12.5% of time = \$32,632
- Assistant Program Manager: 1 FTE, 12.5% program allocation (5 hours per week)  
Hourly rate \$25.00/hr (\$52,000 annually) + payroll/benefits of \$21,532 annually x 3 yrs =  
\$220,597 x 12.5% of time = \$27,575
- Outreach & Engagement Coordinator: 1 FTE, 75% program allocation (30 hours per week)  
Hourly rate \$21.00/hr (\$43,680 annually) + payroll/benefits of \$19,424 annually x 3 yrs =  
\$189,311 x 75% of time = \$141,983
- Outreach Navigators: 3 FTE, 75% program allocation (30 hours per week)  
Hourly rate \$19.00/hr (\$39,520 annually) + payroll/benefits of \$18,369 annually x 3 yrs =  
\$521,002 x 75% of time = \$390,752
- Outreach Advocates: 3 FTE, 75% program allocation (30 hours per week)  
Hourly rate: \$17.00/hr (\$35,360 annually) + payroll/benefits of \$17,315 annually x 3 yrs =  
\$474,072 x 75% of time = \$355,554

Staffing subtotal: \$974,826

(City of San Bernardino funding requested for all staffing expenses.)



### ***Other Expenses***

- Purchase of (2) Toyota Sienna minivans for outreach teams:  $\$35,680 \times 2 = \underline{\$71,360}$
- Vehicle expenses (fuel, maintenance):  $\$1,000 \text{ monthly} \times 36 \text{ months} = \underline{\$36,000}$
- Essential client items/direct assistance (detailed below) = \$168,395
  - Sleeping Bags – 450 sleeping bags over 3 years: \$20,000
  - Warming Blankets: \$5,000
  - Food/water: \$45,000
  - Hygiene kits: \$20,000
  - Back Packs: \$10,000
  - In climate cold weather items (gloves, beanies, etc.): \$10,000
  - Clothing/Jackets/shoes/socks- etc.: \$40,000
  - Pet Food: \$5,000
  - Miscellaneous (can openers, towels, flip flops to shower in, sunscreen, bandages, dog leashes, etc.): \$13,395
- Equipment
  - Laptops and accessories:  $3 \times \$1,392 = \underline{\$4,176}$
  - Printer and printer/copier service contract with Zojio (36 months) = \$7,500
- Program supplies (detailed below) = \$20,000
  - Boots, vest, clothing for 7 outreach staff: \$10,000
  - Flyers and promotional materials: \$2,000
  - Plastic Bags for food and hygiene kits: \$2,000
  - Mask/gloves: \$1,000
  - Miscellaneous: \$5,000
- Office supplies (paper, pens, folders, misc): estimated  $\$555 \times 36 \text{ months} = \underline{\$20,000}$
- Mobile phone stipends – 7 outreach staff x \$50/month x 36 months @75% allocation = \$9,450
- Staff training (purchased from Corporation for Supportive Housing and other training sources during the three-year period) = \$5,000
- Occupancy/facility: 25% of \$2,000 monthly rent for storage facility for supplies/client items; plus occupancy costs for TSA San Bernardino facilities estimated at 20% of \$40,000 annually = \$42,000
- Additional services proposed: “A Way Back Home” reunification assistance: \$800 per client per month x 36 months = \$86,400

Other Expenses subtotal: \$470,281

(Of this amount, \$388,810 requested from the City of San Bernardino.)

Subtotal – Staffing and Other Expenses: \$1,445,511

(Of this amount, \$1,363,636 requested from City of San Bernardino.)

Indirect Costs (10%): \$144,511

(Of this amount, \$136,364 requested from City of San Bernardino.)

**Total Program Budget: \$1,589,617**

(Total amount requested from the City of San Bernardino is \$1,500,000.)

## **Revenue**

In addition to funding from the City of San Bernardino in the amount of \$1,500,000, TSA intends to allocate the following funds:

- \$89,617 of total HUD ESG funding of \$112,442 recently committed by the County of San Bernardino to TSA San Bernardino's HSO program. This funding is available for the performance period of 2/1/2023 to 8/31/2023.

Further leverage will be provided from in-kind contributions as follows:

- Food: Value of approximately \$40,000 per month from grocery rescue – food donated and picked up daily from grocery stores. Of this, about one-half is used at TSA's Hospitality House and the other half will be used for the HSO program. (This is usually fresh food and will not replace the need to purchase non-perishables.) Total value of food for the HSO program: \$20,000 x 36 months = \$720,000
- Clothing: Value fluctuates and may include pallets of new clothing from corporate donors in addition to regularly donated clothing from the community that is provided to clients with whom the outreach team engages.
- Volunteer labor – sorting and bagging food and other supplies for outreach clients: estimated at approximately 230 hours per month x 36 months = 8,280 hours

Should the city of San Bernardino be unable to fund the proposed program as requested, TSA would need to make appropriate modifications to scale the program and related expenses accordingly. Locally in San Bernardino, TSA has very limited financial resources to contribute to the program, and thus seeks the full amount of funding available in this RFP to ensure a successful delivery of the city's established scope of work for the HSO program.

## ***Financial Management:***

TSA's Southern California Divisional Headquarters offices, located in Carson (Los Angeles County), employs a large team of professionals in finance/accounting, social services, and other functions to effectively manage all government contracts throughout the Division. TSA San Bernardino's leadership works closely with the Divisional Headquarters office to ensure compliance with program services delivery as well as financial management and the thorough drawing down of contracted funds within established grant terms. Oversight is led by the Divisional Finance Department (Director, Richard Chalk, MBA, CPA) and Divisional Social Services Department (Director of Social Services, LaJuannah Hills, MSW).

Expenditures associated with the HSO program will be monitored through a layered approval system within the Divisional Finance Department. TSA's expenditure authorization and accounting policies and procedures are consistent with generally accepted accounting principles and in accordance with the Audit and Accounting Guide - Not-for-Profit Organizations issued by the American Institute of Certified Public Accountants. The Divisional Finance Department uses a robust, tiered, and efficient expenditure approval process that builds in safeguards to protect against fund misuse, fraud, and inaccuracy, with oversight from a Command Finance Council, which meets weekly and includes the Divisional Finance Director and other department heads. Fiscal reports under the contract requested by the City will be prepared by the TSA San Bernardino Business Administrator.

CITY OF SAN BERNARDINO - HOMELESS STREET OUTREACH RFP				
PROGRAM BUDGET				
<b>Organization:</b>	The Salvation Army			
<b>Program Title:</b>	Homeless Street Outreach (HSO) Program			
<b>Project Start Date:</b>	4/17/2023			
<b>Project End Date:</b>	4/16/2026			
			<b>Amount</b>	
<b>REVENUE</b>				<b>NOTES</b>
City of San Bernardino Homeless Street Outreach Program			\$ 1,500,000	This funding request
County of San Bernardino - HUD Emergency Solutions Grant (ESG)			\$ 89,617	Total of \$112,442 committed to County outreach program; contract period 2/1/2023-8/31/2023
<b>TOTAL REVENUE</b>			<b>\$ 1,589,617</b>	
			<b>Amount</b>	
<b>EXPENSES</b>				
<b>Salaries &amp; Benefits</b>	<b>Salary &amp; Benefits (36 months)</b>	<b>% Allocation to San Bernardino HSO</b>		<b>NOTES</b>
1 FTE Business Administrator	263,301	10.0%	26,330	Existing Position
1 FTE Director of Programs	261,056	12.5%	32,632	Existing Position
1 FTE Assistant Program Manager	220,597	12.5%	27,575	Existing Position
1 FTE Outreach & Engagement Coordinator	189,311	75.0%	141,983	Existing Position
3 FTE Outreach Navigators	521,002	75.0%	390,752	1 Existing; 2 additional proposed
3 FTE Outreach Advocates	474,072	75.0%	355,554	3 new positions proposed
<i>Subtotal for Salaries + Benefits</i>			<b>\$ 974,826</b>	
<b>Other Expenses - Equipment, Supplies, Direct Assistance, Training</b>				<b>Justification/Detail</b>
Purchase of (2) Toyota Sienna minivans			\$ 71,360	2 vans at \$35,680 each
Vehicle expenses - fuel, maintenance			\$ 36,000	\$1,000 monthly
(3) New Laptops and accessories (1 for each outreach pair)			\$ 4,176	3 at \$1,392 each
(1) Printer for office; Zojio printer/copier service contract			\$ 7,500	Approximately \$208 monthly
Office supplies (paper, pens, folders, misc)			\$ 20,000	Approximately \$556 monthly
Essential items/direct assistance (food, hygiene kits, blankets, clothing, and other supplies)			\$ 168,395	Detailed breakdown in budget narrative
Program supplies - staff PPE and safety attire, packaging for client items, flyers/promotional			\$ 20,000	Detailed breakdown in budget narrative
Cell phone stipends for 7 outreach staff			\$ 9,450	7 x \$50 x 36 months @75%
Staff training - initial and ongoing			\$ 5,000	Detailed in budget narrative
A Way Back Home Transitional Assistance - \$800 per person x 3 cases/mo			\$ 86,400	Client reunification program
Occupancy / Facility Expenses - 25% of \$2,000 montly rent for storage facility for supplies/client items; plus occupancy for Salvation Army facilities estimated at 20% of \$40,000 annually			\$ 42,000	If City of San Bernardino offices available, The Salvation Army anticipates utilizing as well.
<i>Subtotal for Other Expenses</i>			<b>\$ 470,281</b>	
<i>Subtotal for all expenses</i>			<b>\$ 1,445,107</b>	
<b>Indirect Rate (per RFP 10% maximum)</b>	<b>10%</b>		<b>\$ 144,511</b>	
<i>Subtotal with Indirect Costs</i>			<b>\$ 1,589,617</b>	
<b>TOTAL</b>			<b>\$ 1,589,617</b>	
<b>Program Surplus &lt;Deficit&gt;</b>			<b>\$ (0)</b>	



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General Brian Peddle *International Leader*  
Commissioner Douglas Riley *Territorial Commander*

*Divisional Commander Lt. Colonel John Chamness*  
*Majors Adelma and Isaias Braga*

### BOARD AUTHORIZATION FOR SUBMISSION OF PROPOSAL

The Salvation Army San Bernardino Advisory Board

The Salvation Army San Bernardino Advisory Board authorizes the submission of this proposal from The Salvation Army in response to the City of San Bernardino's Request for Proposals (RFP) for Homeless Street Outreach.

The Salvation Army requests \$1,500,000 to conduct the proposed Homeless Street Outreach program, consisting of the scope of work as described in the RFP, including outreach and engagement, rapid response, intensive case management, multi-disciplinary team meetings, and additional services as needed to successfully carry out the program.

The individual responsible for the delivery of services will be Naomi Goforth, Director of Programs, The Salvation Army of San Bernardino.

We certify the information in this application is true and accurate to the best of our knowledge and submitted with our Advisory Board's knowledge and endorsement.

Board Chairperson: Cindy Amrine

Signature:  Date: 2/16/23

Corps Officer, The Salvation Army San Bernardino: Isaias Braga, Major

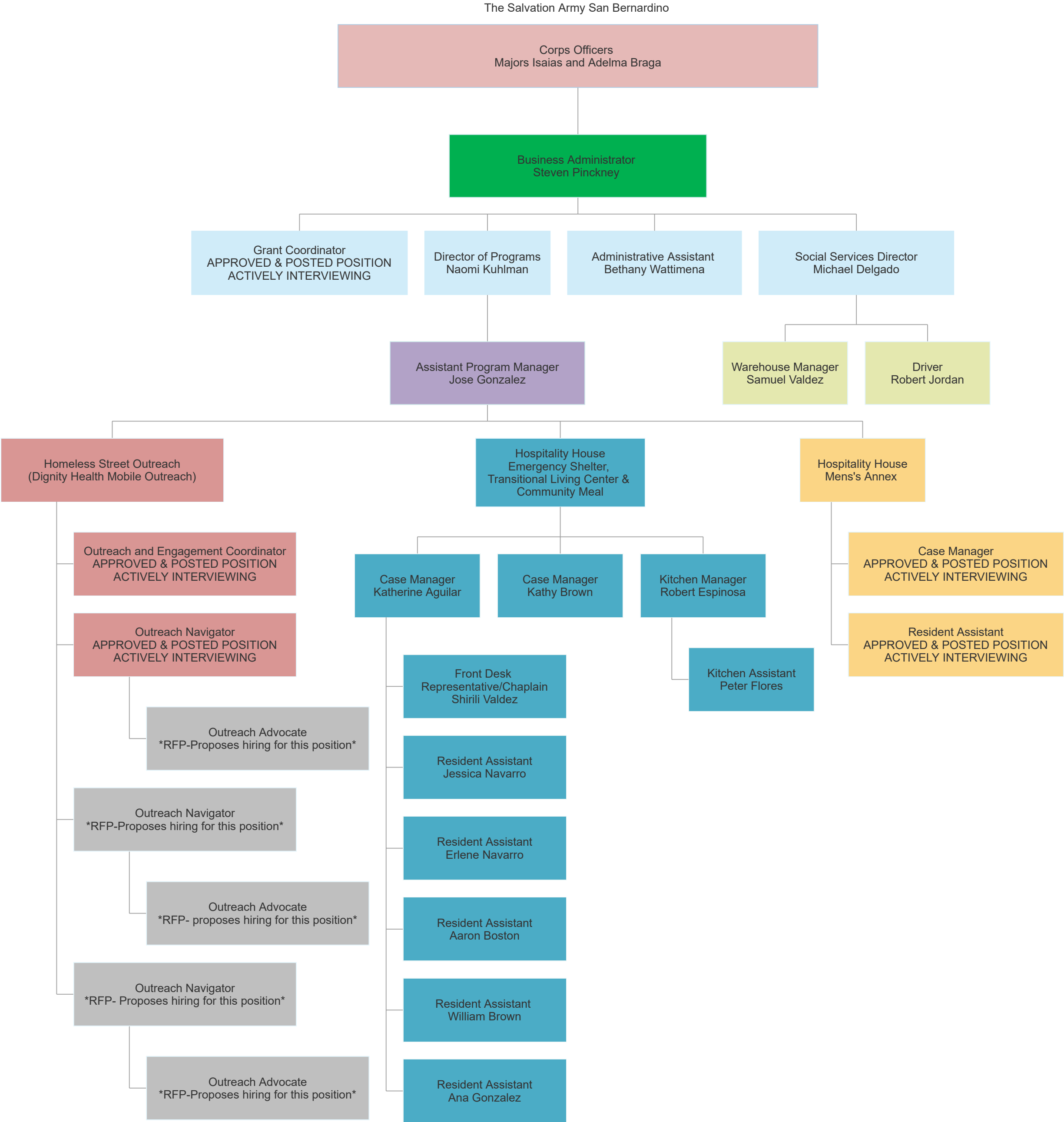
Signature:  Date: 2/16/23

**The Salvation Army of San Bernardino County**

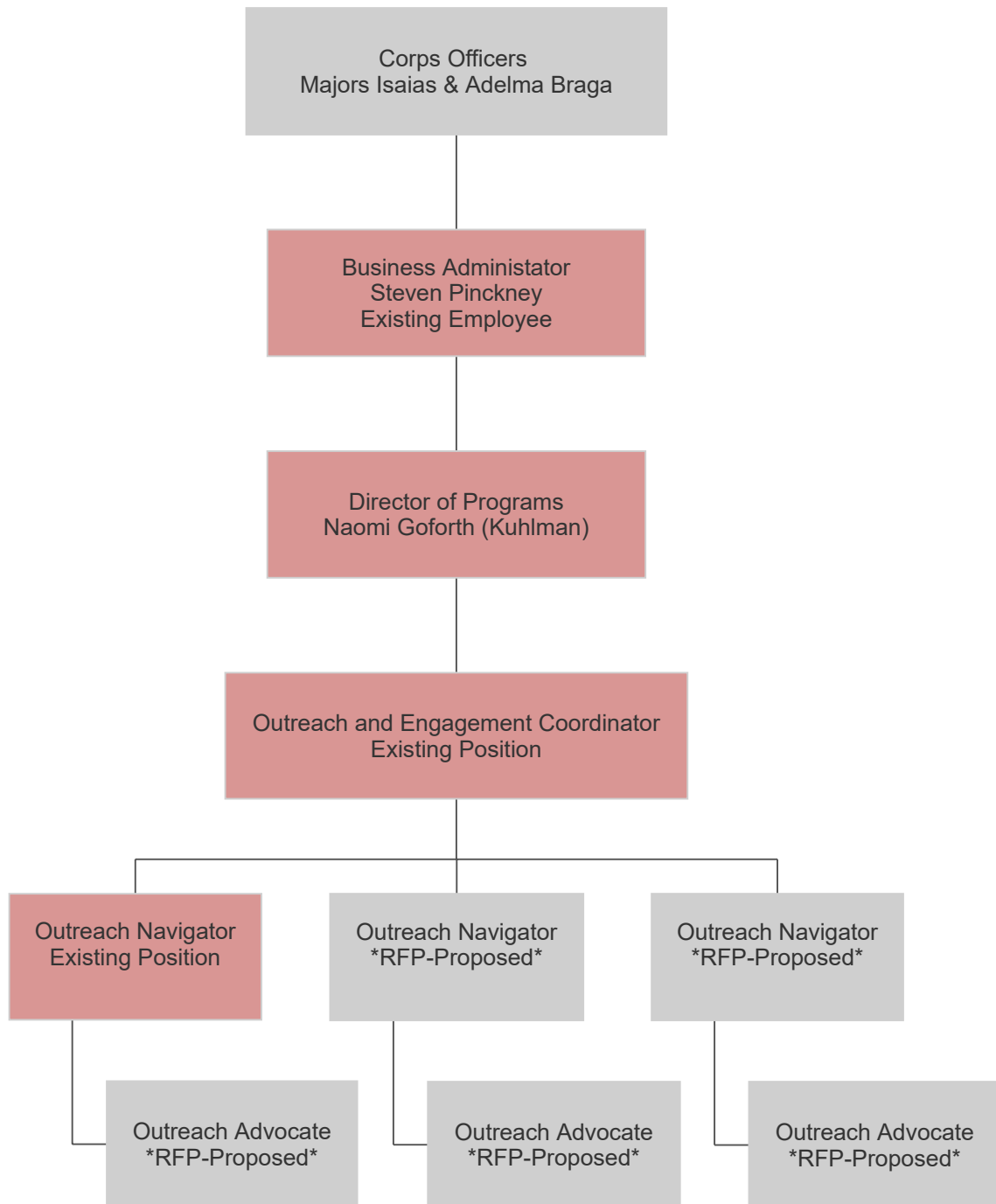
838 Alta Street Redlands, CA 92374 / PO Box 26 Redlands, CA 92373 (909) 792-6868

*Serving the Communities of: San Bernardino, Redlands, Highland, Rialto, Loma Linda, Colton, Yucaipa, Colimexa, Bloomington, Mentone, Grand Terrace, Muscoy and Mountain Communities*

*"To know Him and make Him Known"*



# The Salvation Army San Bernardino Homeless Street Outreach Program





Department of the Treasury  
Internal Revenue Service  
Tax Exempt and Government Entities  
PO Box 2508  
Cincinnati, OH 45201

THE SALVATION ARMY TERRITORIAL HEADQUARTERS  
30840 HAWTHORNE BLVD  
RCH PALOS VRD, CA 90275

Date:  
September 9, 2022  
Employer ID number:  
94-1156347  
Form 990 required:  
990, No  
Person to contact:  
Name: Ms. Haynes  
ID number: 1002980923

Dear Sir or Madam:

We're responding to your request dated May 20, 2022, about your tax-exempt status.

We issued you a determination letter in June 2011, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(i).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax-deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period.

- Form 990, Return of Organization Exempt From Income Tax
- Form 990-EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at [www.irs.gov/forms-pubs](http://www.irs.gov/forms-pubs) or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific time).

Thank you for your cooperation.

Sincerely,

Stephen A. Martin  
Director, Exempt Organizations  
Rulings and Agreements



## San Bernardino Salvation Army: Grievance Policy and Procedure

### Definition:

A grievance is a real or imagined wrong or other cause for complaint or protest, especially unfair treatment.

### Policy:

Because guest safety and wellbeing is important to The Salvation Army (TSA), it's leadership must review all grievances within a timely manner. **Grievance forms should be utilized when a client wants to file a grievance regarding a staff member or feels their rights have been violated.** Forms can be turned in at any time to the intake/reception area for staff review. Any form turned in will be given to the Director for Programs.

### Procedure:

- Forms will be available for residential guests in the hallway where Case Management offices are found, and along the wall closest to Case Manager offices. Forms will be available at the Hospitality House location for any unhoused or community-based programs and can be picked up at:
  - 925 W. 10<sup>th</sup> Street, San Bernardino Ca, 92411 24/7
  - Forms should be filed the same way outlined below regardless of program
- Guests may turn in completed form to the intake desk for staff review, or submit in confidential mailbox for Director for Programs.
- All non-grievance complaints will be addressed by appropriate staff, all legitimate grievances or staff related matters will be turned into Director for Programs.
- The Director will review the form within 24 business hours to determine if the comments need to be addressed immediately. If there is no immediate safety need to be addressed, the Director will address the need within 72 business hours.
- Once reviewed, the Director will review any outcomes with the participant and document notes in client's electronic file.
  - If participant requests to speak with higher level of administration, elevation as needed will go through appropriate chain of command; Director, Business Administrator, Corps Officer.
- All forms will be kept for 1 year by the Director for review or audit as needed. A copy of the form will be filed in the client file, and sent to Business Admin and Corps Officer along with incident report.



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### Grievance

Your safety and wellbeing is important to The Salvation Army (TSA). Because we understand that living in a community presents certain challenges, please use this form to share any grievances or if you feel your rights have been violated.

Participant Name: \_\_\_\_\_ Date: \_\_\_\_\_ Bed Number: \_\_\_\_\_

Housing Case Manager Name: \_\_\_\_\_

Summarize the situation/grievance:

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\_\_\_\_\_  
Signature of Participant

\_\_\_\_\_  
Date

### ***For Staff Use:***

Received by: \_\_\_\_\_ Date Received: \_\_\_\_\_  
(Staff receiving this form, please determine if this is a grievance and if so, please submit form to Site Manager)

Reviewed by: \_\_\_\_\_ Date Received: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Signature of Site Manager

\_\_\_\_\_  
Date addressed:

\_\_\_\_\_  
Date reviewed with guest

## **The Salvation Army USA Western Territory**

### **Handbook for Employees**

#### **GRIEVANCES**

In the event of any misunderstanding or problem, an employee should feel free to discuss the matter fully with his/her department head or supervisor.

If an employee is of the opinion that further counseling or discussion is necessary, contact should be made with the Divisional office, or the office of the Command Department Head. If this procedure does not improve the situation, contact may be made with the Territorial office of the Secretary for Personnel. As a last resort, it is the privilege of the employee who has passed the initial three month evaluation to request a Personnel Review Committee, appointed by the Chief Secretary.

#### **Territorial Headquarters (THQ) Reporting Line**

Territorial Headquarters maintains a 24 hour toll free telephone line, 1-888-887-6528 and an email address: [thq.reporting.line@usw.salvationarmy.org](mailto:thq.reporting.line@usw.salvationarmy.org) where staff may report good behavior, unacceptable behavior, concerns, compliments, suggestions, ideas, wage issues, problems with benefits such as medical, dental, vision, EAP, flex spending, etc. This feedback system does not replace the usual chain of command nor the grievance process already in place to address employee issues and concerns. The THQ Reporting Line is meant to be an additional avenue for employees to make their concerns known to top administration, if the usual channels have not worked for some reason. It is also a place to report what the organization or staff members have done well. Reports can be made without personal information so long as a city and state are shared, so we know which Command to contact. If you leave your personal information on the line without asking us to keep it confidential, your concerns will be shared with the pertinent Command, including your name if you have okayed it. If you leave your personal information on the line but ask us to keep your feedback confidential, we will make every effort to maintain your privacy. If the information is of a serious nature and requires action, we will contact you before providing any information to the pertinent Command, but please understand our legal obligations may limit confidentiality in such situations.

**The Salvation Army Western Territory - Southern California Division**  
**SAN BERNARDINO**  
**FY 2022 Budget and Actuals**

	<b>Actual This Year 2022</b>	<b>Budget This Year 2022</b>	<b>Fav/(Unfav) Budget Variance</b>
<b>INCOME:</b>			
4100 Contributions	1,053,695	981,500	72,195
4003/4 Meeting Collections	51,700	70,000	(18,300)
4X05 World Service Contributions	673	1,500	(827)
4121/4200 Special Fund Raising Events	113,487	226,620	(113,133)
405X Gifts-In-Kind	1,072,883	1,300,000	(227,117)
4600 Associated Organizations	1,534,592	96,309	1,438,283
4691 Program Reserves Distributions	95,687	7,415	88,272
4695 Income Res Distributions	8,633	15,771	(7,138)
5000 Fees & Grants - Government Agencies	792,792	378,650	414,142
6200 Program Service Fees	87,615	76,795	10,820
6400 Sales To The Public	801	0	801
6600 Investment Income	(62)	0	(62)
<b>TOTAL INCOME</b>	<b>4,812,496</b>	<b>3,154,560</b>	<b>1,657,936</b>
<b>EXPENSE</b>			
7000 Salaries & Allowances	825,203	721,697	(103,506)
7100 Officer & Employee Benefits	152,603	138,911	(13,693)
7200 Employment Taxes	75,388	65,573	(9,815)
8000 Professional Fees	107,553	107,909	356
8100 Supplies	139,811	81,750	(58,061)
8200 Telecommunications	9,333	6,250	(3,083)
8300 Postage & Shipping	37,561	35,197	(2,364)
8400 Occupancy	371,698	187,811	(183,887)
8500 Equipment/Furnishings	47,620	15,828	(31,792)
8600 Printing and Publications	93,087	95,069	1,982
8700 Transportation/Meals	110,473	80,676	(29,797)
8800 Conf/Councils/Special Meetings	13,444	3,460	(9,984)
8900 Specific Assistance To Individuals	110,011	70,635	(39,376)
89x9 GIK Specific Assistance To Individuals	1,072,883	1,300,000	227,117
9000 Membership Dues	330	320	(10)
9100 Awards & Grants	3,570	0	(3,570)
9400 Miscellaneous Expense	6,020	3,268	(2,752)
9500 Depreciation	15,356	1,618	(13,738)
9600 Indirect/Agency Allocations	78,762	94,553	15,790
9605 World Service Expense	14,544	14,549	5
969? Indirect/Agency Support Service	171,348	174,079	2,731
Expenses Before Admin Allocation	3,456,599	3,199,153	(257,446)
<b>TOTAL EXPENSE</b>	<b>3,456,599</b>	<b>3,199,153</b>	<b>(257,446)</b>
<b>*Current Surplus / (Deficit)</b>	<b>1,355,897</b>	<b>(44,593)</b>	<b>1,400,490</b>
Net Asset Transfers	151,552	0	
Prior Year Surplus / Deficit	(1,507,448)	0	0
Accumulated Surplus / Deficit	0	(44,593)	
<b>Net GIK (Should be zero)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>
<b>Net Asset Total</b>	<b>0</b>	<b>(44,593)</b>	
Custodial Account Equity	10,597	0	
Vehicle & Equipment	114,024	0	
Temp Restricted Account Equity	5,940	0	
<b>Unrestricted Equity</b>	<b>(130,561)</b>	<b>(44,593)</b>	

*\*Reflects contribution from Divisional Headquarters to forgive accumulated internal debt from several years prior during previous San Bernardino leadership (as a result of insufficient program funding).*

**The Salvation Army Western Territory - Southern California Division**  
**SAN BERNARDINO**  
**FY 2023 Budget**

**INCOME:**

4100 Contributions	1,218,724
4003/4 Meeting Collections	70,000
4X05 World Service Contributions	550
4121/4200 Special Fund Raising Events	194,973
405X Gifts-In-Kind	997,791
4600 Associated Organizations	130,513
4691 Program Reserves Distributions	19,531
4695 Income Res Distributions	8,633
5000 Fees & Grants - Government Agencies	360,788
6200 Program Service Fees	100,000
6400 Sales To The Public	2,365
6600 Investment Income	0
6900 Miscellaneous Revenue	0
<b>TOTAL INCOME</b>	<b>3,103,868</b>

**EXPENSE**

7000 Salaries & Allowances	941,468
7100 Officer & Employee Benefits	171,619
7200 Employment Taxes	93,180
8000 Professional Fees	115,861
8100 Supplies	60,577
8200 Telecommunications	7,035
8300 Postage & Shipping	39,854
8400 Occupancy	237,517
8500 Equipment/Furnishings	7,703
8600 Printing and Publications	110,791
8700 Transportation/Meals	79,279
8800 Conf/Councils/Special Meetings	6,625
8900 Specific Assistance To Individuals	64,150
89x9 GIK Specific Assistance To Individuals	997,791
9000 Membership Dues	204
9100 Awards & Grants	3,570
9400 Miscellaneous Expense	4,644
9500 Depreciation	16,442
9600 Indirect/Agency Allocations	120,857
9605 World Service Expense	14,549
969? Indirect/Agency Support Service	196,079
Expenses Before Admin Allocation	3,289,795
<b>TOTAL EXPENSE</b>	<b>3,289,795</b>
Current Surplus / (Deficit)	(185,927)

Prior Year Surplus / Deficit	0
Accumulated Surplus / Deficit	(185,927)

Net GIK (Should be zero)	0
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Net Asset Total	(185,927)
Custodial Account Equity	0
Vehicle & Equipment	0
Temp Restricted Account Equity	0
Unrestricted Equity	

# The Salvation Army USA, Western Territory, California South Division

Financial Statements as of and for the  
Years Ended September 30, 2021 and 2020, and  
Independent Auditors' Report



# THE SALVATION ARMY USA, WESTERN TERRITORY, CALIFORNIA SOUTH DIVISION

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Statements of Cash Flows	8
Notes to Financial Statements	9-19

## **INDEPENDENT AUDITORS' REPORT**

To The Salvation Army USA, Western Territory,  
California South Division:

We have audited the accompanying financial statements of The Salvation Army USA, Western Territory, California South Division (the "Division") (a division of the Western Territory of The Salvation Army, a California Corporation), which comprise the statements of financial position as of September 30, 2021 and 2020, the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Division's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Division's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## **Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Division as of September 30, 2021 and 2020, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

## **Emphasis of Matter**

As discussed in Note 12 to the financial statements, the Division receives significant financial support from and has significant transactions with The Salvation Army USA, Western Territory, a related party. Accordingly, the accompanying financial statements may not necessarily be indicative of the financial position, changes in net assets, or cash flows that would have existed if the Division had operated as an unaffiliated entity. Our opinion is not modified with respect to this matter.

*Deloitte & Touche LLP*

February 16, 2022

**THE SALVATION ARMY USA, WESTERN TERRITORY,  
CALIFORNIA SOUTH DIVISION**

**STATEMENTS OF FINANCIAL POSITION  
AS OF SEPTEMBER 30, 2021 AND 2020**

	<b>2021</b>	<b>2020</b>
<b>ASSETS</b>		
CASH AND CASH EQUIVALENTS	\$ 20,408,468	\$ 15,279,233
FUNDS ON DEPOSIT AT WESTERN TERRITORY HEADQUARTERS (Note 12)	13,192,813	16,437,146
ACCOUNTS RECEIVABLE	21,079,878	14,084,627
RECEIVABLE FROM WESTERN TERRITORY HEADQUARTERS	75,419	14,600,007
PLEDGES RECEIVABLE—Net (Note 4)	3,505,441	4,349,575
INVENTORY	545,156	577,695
PREPAID EXPENSES AND DEFERRED CHARGES	853,491	709,343
VEHICLES AND EQUIPMENT—Net (Note 5)	4,575,659	3,881,547
ASSETS HELD FOR SALE	<u>112,575</u>	<u>112,575</u>
TOTAL	<u>\$ 64,348,900</u>	<u>\$ 70,031,748</u>
<b>LIABILITIES AND NET ASSETS</b>		
LIABILITIES:		
Accounts payable and accrued expenses	\$ 7,471,394	\$ 9,017,494
Other liabilities	<u>5,591,326</u>	<u>2,019,715</u>
Total liabilities	<u>13,062,720</u>	<u>11,037,209</u>
CONTINGENCIES AND COMMITMENTS (Note 9)		
NET ASSETS:		
Without donor restrictions	40,577,660	45,676,424
With donor restrictions (Note 6)	<u>10,708,520</u>	<u>13,318,115</u>
Total net assets	<u>51,286,180</u>	<u>58,994,539</u>
TOTAL	<u>\$ 64,348,900</u>	<u>\$ 70,031,748</u>

See notes to financial statements.

**THE SALVATION ARMY USA, WESTERN TERRITORY,  
CALIFORNIA SOUTH DIVISION**

**STATEMENTS OF ACTIVITIES  
FOR THE YEARS ENDED SEPTEMBER 30, 2021 AND 2020**

	Without Donor Restrictions	With Donor Restrictions	2021 Total	Without Donor Restrictions	With Donor Restrictions	2020 Total
SUPPORT AND REVENUE:						
Public support:						
Received directly:						
Contributions	\$ 47,732,053	\$ 6,680,341	\$ 54,412,394	\$ 49,220,768	\$ 8,058,593	\$ 57,279,361
Donations-in-kind and contributed services	<u>19,293,950</u>		<u>19,293,950</u>	<u>17,500,777</u>		<u>17,500,777</u>
Total received directly	67,026,003	6,680,341	73,706,344	66,721,545	8,058,593	74,780,138
Received indirectly—allocated by federated fund-raising organizations	<u>2,385</u>		<u>2,385</u>	<u>5,349</u>		<u>5,349</u>
Total public support	67,028,388	6,680,341	73,708,729	66,726,894	8,058,593	74,785,487
Fees, grants, and donations-in-kind from government agencies	<u>82,986,021</u>		<u>82,986,021</u>	<u>55,001,888</u>		<u>55,001,888</u>
Other revenue:						
Program service fees	8,148,913		8,148,913	8,692,225		8,692,225
Income from Western Territory Headquarters (Note 12)	20,432,929		20,432,929	26,873,420		26,873,420
Income from other Western Territory Units	42,500		42,500	(429,055)	429,055	-
Sales to the public	1,013,882		1,013,882	1,970,041		1,970,041
Investment return—net	(1,459)	(261)	(1,720)	24,035	41	24,076
Gain on sale of vehicles and equipment	358,337		358,337	151,048		151,048
Other revenue	<u>3,301,192</u>		<u>3,301,192</u>	<u>3,410,801</u>		<u>3,410,801</u>
Total other revenue	33,296,294	(261)	33,296,033	40,692,515	429,096	41,121,611
Total support and revenue	183,310,703	6,680,080	189,990,783	162,421,297	8,487,689	170,908,986
NET ASSETS RELEASED FROM RESTRICTIONS (Note 7)	4,695,440	(4,695,440)	-	12,676,870	(12,676,870)	-
TRANSFER TO WESTERN TERRITORY HEADQUARTERS (Note 12)	<u>(27,047,408)</u>	<u>(4,594,235)</u>	<u>(31,641,643)</u>	<u>(3,532,760)</u>	<u>(3,473,883)</u>	<u>(7,006,643)</u>
Total	160,958,735	(2,609,595)	158,349,140	171,565,407	(7,663,064)	163,902,343

(Continued)

**THE SALVATION ARMY USA, WESTERN TERRITORY,  
CALIFORNIA SOUTH DIVISION**

**STATEMENTS OF ACTIVITIES  
FOR THE YEARS ENDED SEPTEMBER 30, 2021 AND 2020**

	Without Donor Restrictions	With Donor Restrictions	2021 Total	Without Donor Restrictions	With Donor Restrictions	2020 Total
EXPENSES:						
Program services:						
Corps community center	\$ 36,631,134	\$ -	\$ 36,631,134	\$ 37,475,537	\$ -	\$ 37,475,537
Residential and institutional	39,129,532		39,129,532	36,697,109		36,697,109
Other social services	<u>67,012,077</u>		<u>67,012,077</u>	<u>52,113,099</u>		<u>52,113,099</u>
Total program services	<u>142,772,743</u>	<u>-</u>	<u>142,772,743</u>	<u>126,285,745</u>	<u>-</u>	<u>126,285,745</u>
Supporting services:						
Management and general	10,561,484		10,561,484	10,434,004		10,434,004
Fund-raising	<u>12,723,272</u>		<u>12,723,272</u>	<u>13,310,010</u>		<u>13,310,010</u>
Total supporting services	<u>23,284,756</u>	<u>-</u>	<u>23,284,756</u>	<u>23,744,014</u>	<u>-</u>	<u>23,744,014</u>
Total expenses	<u>166,057,499</u>	<u>-</u>	<u>166,057,499</u>	<u>150,029,759</u>	<u>-</u>	<u>150,029,759</u>
CHANGE IN NET ASSETS	(5,098,764)	(2,609,595)	(7,708,359)	21,535,648	(7,663,064)	13,872,584
NET ASSETS—Beginning of year	<u>45,676,424</u>	<u>13,318,115</u>	<u>58,994,539</u>	<u>24,140,776</u>	<u>20,981,179</u>	<u>45,121,955</u>
NET ASSETS—End of year	<u>\$ 40,577,660</u>	<u>\$ 10,708,520</u>	<u>\$ 51,286,180</u>	<u>\$ 45,676,424</u>	<u>\$ 13,318,115</u>	<u>\$ 58,994,539</u>

See notes to financial statements.

(Concluded)

**THE SALVATION ARMY USA, WESTERN TERRITORY,  
CALIFORNIA SOUTH DIVISION**

**STATEMENT OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED SEPTEMBER 30, 2021, WITH COMPARATIVE TOTALS FOR 2020**

	Corps Community Center	Program Services			Supporting Services			2021 Total Expenses	2020 Summarized
		Residential and Institutional	Other Social Services	Total Program Services	Management and General	Fund-raising	Total Supporting Services		
EXPENSES:									
Salaries, allowances, and taxes	\$ 16,014,752	\$ 18,527,179	\$ 15,712,788	\$ 50,254,719	\$ 5,288,046	\$ 3,603,109	\$ 8,891,155	\$ 59,145,874	\$ 57,839,697
Employee and officer benefits	1,732,884	3,474,551	2,911,348	8,118,783	847,383	567,679	1,415,062	9,533,845	9,071,389
Professional fees	3,482,976	2,340,582	1,751,052	7,574,610	766,082	4,942,445	5,708,527	13,283,137	10,735,080
Supplies	781,023	2,727,581	1,556,599	5,065,203	183,021	42,465	225,486	5,290,689	5,338,502
Communications, postage, and shipping	409,963	271,321	219,775	901,059	103,872	828,065	931,937	1,832,996	1,894,990
Occupancy, furnishings, and equipment	8,911,947	7,233,694	4,157,104	20,302,745	1,323,884	144,423	1,468,307	21,771,052	19,816,539
Printing and publications	844,905	25,044	38,732	908,681	106,884	2,432,154	2,539,038	3,447,719	4,225,734
Conferences, meetings, and travel	1,049,884	203,496	387,829	1,641,209	153,240	87,053	240,293	1,881,502	2,168,422
Direct assistance	954,273	3,955,466	39,723,227	44,632,966	167		167	44,633,133	33,740,503
Depreciation	808,845	219,315	239,064	1,267,224	109,722	44,916	154,638	1,421,862	1,381,888
Support service to THQ	1,291,932		2,964	1,294,896	1,538,060		1,538,060	1,538,060	1,382,000
World service support	347,750		311,595	810,648	16,680		16,680	1,311,576	1,311,584
Other expenses		151,303			124,443	30,963	155,406	966,054	1,123,431
<b>TOTAL EXPENSES</b>	<b>\$ 36,631,134</b>	<b>\$ 39,129,532</b>	<b>\$ 67,012,077</b>	<b>\$ 142,772,743</b>	<b>\$ 10,561,484</b>	<b>\$ 12,723,272</b>	<b>\$ 23,284,756</b>	<b>\$ 166,057,499</b>	<b>\$ 150,029,759</b>

See notes to financial statements.



**THE SALVATION ARMY USA, WESTERN TERRITORY,  
CALIFORNIA SOUTH DIVISION**

**STATEMENT OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED SEPTEMBER 30, 2020**

	Corps Community Center	Program Services			Supporting Services			2020 Total Expenses
		Residential and Institutional	Other Social Services	Total Program Services	Management and General	Fund-raising	Total Supporting Services	
EXPENSES:								
Salaries, allowances, and taxes	\$ 16,493,676	\$ 17,954,313	\$ 14,210,662	\$ 48,658,651	\$ 4,821,314	\$ 4,359,732	\$ 9,181,046	\$ 57,839,697
Employee and officer benefits	1,758,896	3,267,045	2,677,367	7,703,308	739,682	628,399	1,368,081	9,071,389
Professional fees	3,735,282	1,647,897	740,933	6,124,112	882,782	3,728,186	4,610,968	10,735,080
Supplies	783,267	2,225,516	2,135,630	5,144,413	132,794	61,295	194,089	5,338,502
Communications, postage, and shipping	347,536	205,473	190,492	743,501	85,262	1,066,227	1,151,489	1,894,990
Occupancy, furnishings, and equipment	8,476,171	6,214,530	3,126,180	17,816,881	1,840,428	159,230	1,999,658	19,816,539
Printing and publications	977,425	13,874	23,067	1,014,366	135,178	3,076,190	3,211,368	4,225,734
Conferences, meetings, and travel	1,181,327	247,832	394,401	1,823,560	256,638	88,224	344,862	2,168,422
Direct assistance	1,196,261	4,565,363	27,978,010	33,739,634	780	89	869	33,740,503
Depreciation	841,985	204,165	210,036	1,256,186	72,235	53,467	125,702	1,381,888
Support service to THQ	1,283,552		4,056	1,287,608	1,382,000		1,382,000	1,382,000
World service support	400,159	151,101	422,265	973,525	23,976		23,976	1,311,584
Other expenses					60,935	88,971	149,906	1,123,431
<b>TOTAL EXPENSES</b>	<b>\$ 37,475,537</b>	<b>\$ 36,697,109</b>	<b>\$ 52,113,099</b>	<b>\$ 126,285,745</b>	<b>\$ 10,434,004</b>	<b>\$ 13,310,010</b>	<b>\$ 23,744,014</b>	<b>\$ 150,029,759</b>

See notes to financial statements.

# THE SALVATION ARMY USA, WESTERN TERRITORY, CALIFORNIA SOUTH DIVISION

## STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED SEPTEMBER 30, 2021 AND 2020

	2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES:		
Change in net assets	\$ (7,708,359)	\$ 13,872,584
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	1,421,862	1,381,888
Gain on sale of vehicles and equipment	(358,337)	(79,214)
Changes in operating assets and liabilities:		
Funds on deposit at Western Territory Headquarters	3,244,333	(10,354,696)
Accounts receivable	(6,995,251)	(2,550,786)
Receivable from Western Territory Headquarters	14,524,588	(10,527,037)
Pledges receivable	844,134	4,918,703
Inventory	32,539	1,062,169
Prepaid expenses and deferred charges	(144,148)	(50,595)
Accounts payable and accrued expenses	(1,546,100)	2,269,291
Other liabilities	<u>3,571,611</u>	<u>642,998</u>
Net cash provided by operating activities	<u>6,886,872</u>	<u>585,305</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of vehicles and equipment	(2,165,575)	(1,288,763)
Proceeds from sale of vehicles and equipment	<u>407,938</u>	<u>194,629</u>
Net cash used in investing activities	<u>(1,757,637)</u>	<u>(1,094,134)</u>
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	5,129,235	(508,829)
CASH AND CASH EQUIVALENTS—Beginning of year	<u>15,279,233</u>	<u>15,788,062</u>
CASH AND CASH EQUIVALENTS—End of year	<u>\$ 20,408,468</u>	<u>\$ 15,279,233</u>
SUPPLEMENTAL CASH FLOW INFORMATION:		
Donations-in-kind and contributed services—public support	<u>\$ 19,293,950</u>	<u>\$ 17,500,777</u>
Donations-in-kind from government agencies	<u>\$ 621,480</u>	<u>\$ 795,678</u>

See notes to financial statements.

# THE SALVATION ARMY USA, WESTERN TERRITORY, CALIFORNIA SOUTH DIVISION

## NOTES TO FINANCIAL STATEMENTS AS OF AND FOR THE YEARS ENDED SEPTEMBER 30, 2021 AND 2020

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### 1. PURPOSE AND ORGANIZATION

The Salvation Army, founded in 1865, is a not-for-profit international religious organization and charitable movement organized and operated on a quasi-military pattern and is a branch of the Christian Church. Its membership includes officers (clergy); soldiers and adherents (laity); members of varied activity groups; and volunteers who serve as advisors, associates, and committed participants in its service functions.

The Salvation Army, a California Corporation (the "Western Territory"), is an organization exempt from income taxation under Section 501(a) as an entity described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, and is exempt from state income taxes under related state provisions.

The accompanying financial statements include all programs and operations of the California South Division (the "Division"), which is one of nine divisions in the Western Territory of The Salvation Army. The Western Territory's corporate headquarters (THQ or "Western Territory Headquarters") is located in Rancho Palos Verdes, California. The Western Territory's centers of operation include adult rehabilitation programs, divisional headquarters, institutions, corps community centers, and service extension units ("Western Territory Units"). Each center has been authorized by corporate authority to maintain accounting records on a standardized financial system and to issue such reports and financial statements, as may be appropriate, locally. Because ownership, control, and fiduciary responsibility are maintained at the corporate level, the statements of financial position of the Division exclude the costs of land and buildings and related depreciation, charitable remainder trusts, legacies, and bequests designated for the Division.

The Division conducts the operations of The Salvation Army in southern California. The Division operates a variety of programs, including corps community centers that provide spiritual, educational, and recreational services; homeless and emergency shelters; senior citizens' activity centers; children's day care centers; substance abuse rehabilitation centers; emergency disaster services; assistance for the poor, disabled, and retired; jail and hospital visitation; and camping activities.

### 2. SIGNIFICANT ACCOUNTING POLICIES

**Basis of Presentation**—The accompanying financial statements have been prepared in accordance with the national accounting policies of The Salvation Army. These policies are consistent with accounting principles generally accepted in the United States of America.

In order to observe restrictions, which donors place on grants and other gifts, as well as designations made by the Western Territory's board of directors (the "Board of Directors"), all assets, liabilities, and activities are accounted for in the following net asset classifications:

**Net Assets Without Donor Restrictions**—Net assets not subject to donor-imposed restrictions. Net assets without donor restrictions may be designated for specific purposes or locations by action of the Board of Directors; however, as of September 30, 2021 and 2020, there were no net assets without donor restrictions that are designated by the Board of Directors.

**Net Assets With Donor Restrictions**—Net assets that are subject to stipulations imposed by donors or grantors. Certain donor-imposed stipulations are temporary and may be fulfilled by actions of the Division to meet the stipulations or through passage of time as specified by the donor. Donor-imposed stipulations may also be perpetual in nature and require that the net assets be retained and invested in perpetuity by The Salvation Army. At September 30, 2021 and 2020, there were no net assets with donor restrictions in the accompanying financial statements. Any net assets with donor restrictions that are required to be maintained in perpetuity would be transferred to Western Territory Headquarters upon receipt (see Note 12).

**Cash and Cash Equivalents**—For purposes of these statements, cash equivalents are defined as short-term, highly liquid investments that are both readily convertible to known amounts of cash and have maturities of three months or less at the date of purchase.

**Accounts Receivable**—Accounts receivable include amounts due from government agencies related to grants and are expected to be collected within one year. Amounts are recorded once services are performed and qualifying expenses are incurred.

**Pledges Receivable**—Unconditional pledges receivable are recorded at net realizable value. Pledges receivable that are expected to be collected in future years are recorded at the present value of estimated future cash flows and discounted using a credit-adjusted discount rate applicable to the year in which the pledge was made. Amortization of the discount is recorded as additional contribution revenue. An allowance for uncollectible pledges receivable is based on management's judgment, including such factors as prior collection history, subsequent collections, creditworthiness of donor, and nature of fund-raising activity. Pledges are written off when determined to be uncollectible. Conditional pledges receivable are not recognized until they become unconditional, that is, when the conditions on which they depend are substantially met.

**Inventory**—Inventory of goods purchased for resale is stated at the lower of weighted-average cost or net realizable value. Inventory of goods donated for resale is based on estimated fair value.

**Vehicles and Equipment**—Vehicles and equipment are recorded at cost or, if donated, at fair market value at the date of donation, net of accumulated depreciation.

**Assets Held for Sale**—The Division's assets held for sale at September 30, 2021 and 2020, consisted of donated property held by the Division and were valued at \$112,575 and \$112,575, respectively.

**Support and Revenue**—All items of support and revenue are stated on the accrual basis. Support and revenue are reported as increases in net assets without donor restrictions, unless use of the related assets is limited by donor-imposed restrictions that are not fulfilled in the accounting period.

**Contributions**—Contributions subject to donor-imposed restrictions are recorded as restricted support and are reclassified as net assets without donor restrictions when the donor-imposed restriction has been fulfilled or the stipulated time period has elapsed. Contributions with restrictions that are met during the fiscal year in which they are received are recorded without donor restrictions. Conditional contributions or intentions to give are not recognized until they become unconditional, that is, when the conditions on which they depend are met.

Consequently, contributions approximating \$1,763,440 and \$398,898 have not been recognized in the accompanying statement of activities because the condition(s) on which they depend had not yet been met at September 30, 2021 and 2020, respectively. Of the total unrecognized portion of conditional contributions at September 30, 2021, \$1,391,885 depend on meeting certain established milestones for art & literacy program at the KROC center and Day Camp program, \$217,322 depend development of Mobile Outreach programs with established milestones, \$63,890 depend on providing food security, basic supplies, rental, mortgage, utilities and other services for Vulnerable Populations with established milestones, \$57,593 depend on meeting established milestones for Meal Deliveries for Seniors, and \$32,750 depend on meeting established milestones for a Bridge Housing program. Of the total unrecognized portion of conditional contributions at September 30, 2020, \$214,582 depended on the development of a transport program for homeless individuals with established milestones, \$146,313 depended on the development of a homeless housing program with established milestones, \$21,503 depended on the development of a job training program for homeless individuals with established milestones, and \$16,500 depended on hiring medical staff to be employed a Division housing facility.

Pledges receivable that are scheduled to be received after the end of the reporting period are shown as increases in net assets with donor restrictions and are reclassified to net assets without donor restrictions when the purpose or time restriction is met.

**Fees and Grants from Government Agencies**—A portion of the Division's revenue is derived from cost-reimbursable federal and state contracts and grants, which are conditioned upon certain performance requirements and/or the incurrence of allowable qualifying expenditures. Amounts received are recognized as revenue when the Division has incurred expenditures in compliance with specific contract or grant provisions. The Division was awarded multiyear cost-reimbursable grants of \$54,425,929 that have not been recognized as of September 30, 2021 because allowable qualifying expenditures have not yet been incurred, with advance payments of \$1,755,682 at September 30, 2021. Such advance payments have been recognized in the statements of financial position as a refundable advance within other liabilities. There were no advance payments at September 30, 2020.

**Donations-in-Kind and Contributed Services**—Donations-in-kind items used in Salvation Army Corps and Unit programs and services (e.g., vehicles, free rent, and equipment) and donated goods distributed (e.g., clothing, furniture, and food stuff) are recorded at their estimated fair market value as income and expense at the time the items are distributed.

Goods donated for sale in the Western Territory's thrift stores are recorded as contributions and processed as donations-in-kind based on estimated fair value.

Contributed vehicles and equipment are recorded at fair value at the date of donation as support and revenue without restriction, unless the use of such contributed assets is limited by a donor-imposed restriction.

Contributed services are reported as contributions at their fair value if such services 1) create or enhance nonfinancial assets or 2) would typically need to be purchased if not provided by contribution, require specialized skills, and are provided by individuals possessing such specialized skills.

In addition, the appropriate value of donated services of individuals is recorded as an expense when such services qualify for cost reimbursement from third-party providers. The Division received contributed services for its various programs or activities that are operated by Western Territory Headquarters. These contributed services do not meet the requirements; therefore, they are excluded from the statements of activities.

**Program Service Fees and Sales to the Public**—The Division generates revenue from contracts with customers from program service fees and sales to the public. Program service fee revenue is recognized over time during the period of service. The Division also recognizes revenue from sales of goods to the general public. Sales to the public revenues are recorded at a point in time upon sale and receipt of cash.

**Expenses**—All expenses are stated on the accrual basis and presented in the statements of activities and statements of functional expenses and are reported as decreases in net assets without donor restrictions in the statements of activities. Expenses directly attributable to a specific functional category are reported as expenses of those functional categories. Expenses attributable to more than one functional category are allocated across program services and supporting services using a variety of cost allocation techniques that are based on time and effort.

**Depreciation**—Depreciation is computed using the straight-line method over the estimated service lives of 5 to 10 years. Depreciation is charged on a monthly convention as assets are acquired and disposed.

Depreciation is also provided on equipment used in cost reimbursement programs that provide for reimbursement of depreciation by a granting entity.

**Use of Estimates**—The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from these estimates.

### 3. RECENT ACCOUNTING PRONOUNCEMENTS

**Recently Adopted Accounting Pronouncements**—In June 2018, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2018-08, *Not-for-Profit Entities (Topic 958): Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. As previously disclosed, the provisions of ASU No. 2018-08 related to contributions received were effective for the year ended September 30, 2020. The provisions of ASU No. 2018-08 related to contributions made are effective beginning October 1, 2020. As required by the ASU, the Division

adopted ASU No. 2018-08 for contributions made as of and for the year ended September 30, 2021. The provisions of ASU No. 2018-08 did not have a material impact on the financial statements.

**Other Accounting Pronouncements**—In September 2020, the FASB issued ASU No. 2020-07, *Not-for-Profit Entities (Topic 958): Presentation and Disclosures by Not-For-Profit Entities for Contributed Nonfinancial Assets*. The objective of this proposed ASU was to provide additional transparency in the presentation and disclosure of contributed nonfinancial assets, which are disclosed in the financial statements as donations-in-kind. The provisions of ASU No. 2020-07 are effective for the Division beginning October 1, 2021. The Division is currently evaluating the impact on the financial statements.

In February 2016, the FASB issued ASU No. 2016-02, *Leases (Topic 842)*. The objective of this update is to address the off-balance-sheet financing concerns related to lessees' operating leases. This update introduces a lessee model that brings substantially all leases onto the statements of financial position. It further aligns certain underlying principles of the new lessor model with those in Accounting Standards Codification (ASC) 606, *Revenue from Contracts with Customers*, the FASB's new revenue recognition standard. In June 2020, the FASB issued ASU No. 2020-05, *Revenue from Contracts with Customers (Topic 606) and Leases (Topic 842): Effective Dates for Certain Entities*, which formally delayed the effective date of ASU No. 2016-02 by one year and allowed for early adoption as of the original effective date. The provisions of ASU No. 2016-02 are effective for the Division beginning October 1, 2022. The Division is currently evaluating the impact on the financial statements.

#### 4. PLEDGES RECEIVABLE

A summary of pledges receivable as of September 30, 2021 and 2020, is as follows:

	2021	2020
Gross pledges receivable	\$ 3,688,700	\$ 4,571,811
Less discount to present value	(72,581)	(100,205)
Less allowance for doubtful pledges	<u>(110,678)</u>	<u>(122,031)</u>
Pledges receivable—net	<u>\$ 3,505,441</u>	<u>\$ 4,349,575</u>
Gross amounts due in:		
Less than one year	\$ 1,997,438	\$ 1,396,956
One year to five years	<u>1,691,262</u>	<u>3,174,855</u>
Total gross pledges receivable	<u>\$ 3,688,700</u>	<u>\$ 4,571,811</u>

At September 30, 2021 and 2020, pledges receivable were discounted at rates ranging from 0.12% to 1.59% and 0.13% to 2.62%, respectively.



## 5. VEHICLES AND EQUIPMENT

Vehicles and equipment are summarized by major classification at September 30, 2021 and 2020, as follows:

	2021	2020
Vehicles	\$ 11,289,170	\$ 10,692,092
Equipment	<u>6,703,249</u>	<u>6,427,533</u>
Total vehicles and equipment	17,992,419	17,119,625
Less accumulated depreciation	<u>(13,416,760)</u>	<u>(13,238,078)</u>
Vehicles and equipment—net	<u>\$ 4,575,659</u>	<u>\$ 3,881,547</u>

## 6. NET ASSETS WITH DONOR RESTRICTIONS

At September 30, 2021 and 2020, net assets with donor restrictions are restricted for the following purposes or periods:

	2021	2020
Social programs	\$ 7,158,473	\$ 9,469,714
Disaster relief	1,966,660	1,975,959
Time restricted	<u>1,583,387</u>	<u>1,872,442</u>
Total	<u>\$10,708,520</u>	<u>\$13,318,115</u>

## 7. NET ASSETS RELEASED FROM RESTRICTIONS

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purposes or by occurrence of other events specified by the donors during the years ended September 30, 2021 and 2020, as follows:

	2021	2020
Purpose restrictions accomplished for:		
Social programs	\$ 4,402,375	\$ 12,438,376
Disaster relief	289,367	238,494
Time restrictions expired	<u>3,698</u>	<u>          </u>
Total net assets released from restrictions	<u>\$ 4,695,440</u>	<u>\$ 12,676,870</u>

## 8. LIQUIDITY AND AVAILABILITY OF RESOURCES

The following reflects the Division's financial assets as of September 30, 2021 and 2020, reduced by amounts not available for general use within one year of September 30, 2021 and 2020, because of the nature of the assets or due to contractual or donor-imposed restrictions. For purposes of analyzing resources available to meet general expenditures over a 12-month period, the Division considers all expenditures related to its ongoing program activities as well as the conduct of services undertaken to support those activities to be general expenditures.

	2021	2020
Total assets at September 30	\$ 64,348,900	\$ 70,031,748
Less those unavailable for general expenditure within one year:		
Pledges receivable	1,508,003	2,952,619
Inventory	545,156	577,695
Prepaid expenses and deferred charges	853,491	709,343
Vehicles and equipment—net	4,575,659	3,881,547
Assets held for sales	112,575	112,575
Restricted by donor with time or purpose restrictions	<u>7,559,848</u>	<u>8,832,424</u>
Total assets available to meet cash needs for general expenditures within one year	<u>\$ 49,194,168</u>	<u>\$ 52,743,309</u>

The Division regularly monitors liquidity required to meet its operating needs and other contractual commitments. As part of the Division's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due. On an annual basis, the Division's budget is reviewed and approved by Western Territory Headquarters. In addition to financial assets available to meet general expenditures over the next 12 months, the Division operates with a balanced budget and anticipates collecting sufficient revenue to cover general expenditures. Additionally, certain financial assets designated for the Division are held by Western Territory Headquarters and may be used in the event of unanticipated liquidity needs (see Note 12).

## 9. CONTINGENCIES AND COMMITMENTS

**Legal Proceedings**—From time to time, the Division is involved in various claims and legal actions arising in the ordinary course of business. In the opinion of management, the ultimate disposition of these matters will not have a material effect on the Division's financial position, changes in net assets, or cash flows as financial responsibility remains with Western Territory Headquarters.

**COVID-19**—On March 11, 2020, the World Health Organization declared the novel strain of coronavirus ("COVID-19") a global pandemic and recommended containment and mitigation measures worldwide. These measures continue as of February 16, 2022, the date the financial statements are available to be issued. Although the Division would expect a continued decline in certain revenues, such as program service fees and sales to the public, into the fiscal year ending September 30, 2022, the Division cannot reasonably estimate the length or severity of this pandemic or whether public support and government grants will continue at levels experienced in 2021. Therefore, the Division cannot reasonably estimate the full impact on the Division's statements of financial position, activities, and cash flows for the fiscal year ending September 30, 2022.

## 10. LEASES

The Division is committed under noncancelable operating leases with initial or remaining lease terms in excess of one year, principally for the operation of social programs and other program operations. Total rent expense associated with these leases was \$1,059,332 and \$1,056,567 for the years ended September 30, 2021 and 2020, respectively.

Future minimum lease payments as of September 30, 2021, are as follows:

### **Years Ending September 30**

2022	\$ 313,406
2023	97,717
2024	<u>46,326</u>
Total	<u>\$ 457,449</u>

The Division also receives rental payments on operating leases. Total rental income recognized within other revenue during the year was \$3,219,542 and \$3,292,105 for the years ended September 30, 2021 and 2020, respectively. The following is a schedule by years of minimum future receipts on noncancelable operating leases as of September 30, 2021.

### **Years Ending September 30**

2022	\$ 784,744
2023	496,154
2024	220,446
2025	111,629
2026	57,410
Thereafter	<u>54,746</u>
Total	<u>\$ 1,725,129</u>

## 11. CONCENTRATIONS OF CREDIT RISK

Certain financial instruments potentially subject the Division to concentrations of credit risk. Those financial instruments consist primarily of cash and cash equivalents and receivables. The Division places its cash and cash equivalents with high-credit-quality financial institutions and credit exposure is limited to the amount of deposits at any one institution in excess of the federally insured limit. Concentrations of credit risk with respect to receivables are generally diversified due to the large number of entities, government agencies, and individuals composing the Division's program and donor base. The Division performs credit evaluations and writes off uncollectible amounts, as they become known.

## 12. TRANSACTIONS WITH WESTERN TERRITORY HEADQUARTERS

**Funds on Deposit at Western Territory Headquarters**—The receipt of donations is centralized at Western Territory Headquarters. These funds are deposited daily into divisional accounts at Western Territory Headquarters and are available to be transferred back to the Division, as needed. Income is earned and distributed to the divisional accounts based on the monthly account balances for these funds. Interest is paid on these fund balances based on an interest rate formula approved by the Board of Directors. During the year ended September 30, 2021, the interest rate ranged from 0.07% to 0.59%. During the year ended September 30, 2020, the interest rate ranged from 1.662% to 2.016%. Due to the COVID-19 pandemic, interest on these funds was temporarily suspended beginning March 2020 and no interest was accrued or paid between March 2020 and September 2020.

**Other Funds Controlled by Western Territory Headquarters**—Each constituent unit of The Salvation Army raises funds from various sources, including bequests, trusts, and donor-restricted contributions. These funds are controlled and invested by the Board of Directors in accordance with applicable donor restrictions and distributed in accordance with such restrictions. Accordingly, the funds are not reflected in the accompanying financial statements. While not legally bound to return these funds to the operating units, this has been the practice of the Territory. Assets held in trust for the Division at September 30, 2021 and 2020, consist of the following:

	2021	2020
Funds without donor restrictions	\$151,947,553	\$112,808,625
Funds with donor restrictions	<u>94,761,525</u>	<u>79,697,334</u>
Total	<u>\$246,709,078</u>	<u>\$192,505,959</u>

Income earned on assets is distributed to the operating command unit accounts on the basis of a stated percentage of the monthly account balances during the years ended September 30, 2021 and 2020. Capital trust and special Board of Directors-designated program trusts earned 2% for the year ended September 30, 2021, and from October 2019 to February 2020. Board of Directors-designated reserves (program trusts), program reserves/support funds, and restricted trusts earned 4% for the year ended September 30, 2021, and 4.5% from October 2019 to February 2020. These rates are determined annually by the Board of Directors. Due to the COVID-19 pandemic, interest on these assets was temporarily suspended beginning March 2020 and no interest was earned or accrued between March 2020 and September 2020.

Funds held at Western Territory Headquarters are invested in various investment vehicles, including domestic and international equities, real assets, and fixed income. Such investments are exposed to various risks, including interest rate risk, credit risk, and overall market volatility. Accordingly, it is possible that changes in the value of these investments will occur in the near term and such changes could materially impact the value of these amounts held at Western Territory Headquarters and its intent and ability to return such funds to the Division.

**Land and Buildings**—Title to land and buildings is held by Western Territory Headquarters. These assets are made available to the Division, which has responsibility for control and maintenance, but are not included in the statements of financial position of the Division.

At September 30, 2021 and 2020, lands and buildings held on behalf of the Division by Western Territory Headquarters are summarized by major classification as follows:

	<b>2021</b>	<b>2020</b>
Land	\$ 68,031,503	\$ 70,938,650
Buildings	<u>354,385,979</u>	<u>344,221,517</u>
Total land and buildings	422,417,482	415,160,167
Less accumulated depreciation	<u>(115,651,747)</u>	<u>(111,382,519)</u>
Land and buildings—net	<u>\$ 306,765,735</u>	<u>\$ 303,777,648</u>

**Income from Western Territory Headquarters**—Income from Western Territory Headquarters includes funding for capital projects, programs and administrative needs, and interest income and other distributions from funds held at Western Territory Headquarters. Funds for capital projects are transferred to the Division after formal approval has been received from Western Territory Headquarters. Donor-restricted contributions are distributed to the Division as donor-restricted funds are expended for a specified program or purpose.

During the years ended September 30, 2021 and 2020, the Division received income from Western Territory Headquarters related to the following:

	<b>2021</b>	<b>2020</b>
Income for capital projects	\$ 48,986	\$ 12,510
Income for programs and administrative needs and other distributions	20,353,655	26,780,554
Interest income on surplus cash at THQ	<u>30,288</u>	<u>80,356</u>
Total income from THQ	<u>\$20,432,929</u>	<u>\$26,873,420</u>

The Division no longer receives a vehicle replacement grant as it has no vehicle leases maintained by the Territory.

**Transfer to Western Territory Headquarters**—Transfer to Western Territory Headquarters includes restricted contributions received by the Division for future capital projects and other contributions. During the years ended September 30, 2021 and 2020, the Division transferred \$31,641,643 and \$7,006,643, respectively.

**Transactions with Western Territory Headquarters**—Western Territory Headquarters assesses the Division for various expenses, which are allocated throughout the Territory. For the years ended September 30, 2021 and 2020, all such expenses are included in the statements of activities and the statements of functional expenses. The assessments to the Division during the years ended September 30, 2021 and 2020, totaled as follows:

	<b>2021</b>	<b>2020</b>
Employee pension assessment	<u>\$ 4,594,452</u>	<u>\$4,306,843</u>
Officer assessments	<u>\$ 7,337,575</u>	<u>\$7,643,584</u>
Workers' compensation insurance	\$ 2,194,705	\$2,115,516
Automobile insurance	454,632	482,640
General and other insurance	<u>4,271,338</u>	<u>4,099,209</u>
Total insurance	<u>\$ 6,920,675</u>	<u>\$6,697,365</u>
Communication assessment	<u>\$ 643,068</u>	<u>\$ 734,928</u>
Information technology assessment	<u>\$ 1,255,500</u>	<u>\$1,332,060</u>
National/International headquarter assessment	<u>\$ 1,592,340</u>	<u>\$1,671,660</u>
College for officer training assessment	<u>\$ 1,004,100</u>	<u>\$1,049,808</u>
Fund-raising initiatives assessment	<u>\$ 2,419,140</u>	<u>\$2,357,892</u>
Facility usage and occupancy cost	<u>\$ -</u>	<u>\$ -</u>
Data center assessment	<u>\$ 487,620</u>	<u>\$ 500,028</u>

### **13. SUBSEQUENT EVENTS**

The Division has evaluated subsequent events through February 16, 2022, the date the financial statements were available to be issued.

\* \* \* \* \*

February 23, 2023

To: City of San Bernardino

Subject: City of San Bernardino Street Outreach Program

To Whom It May Concern,

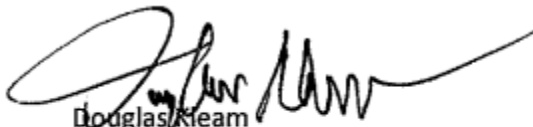
St. Bernardine Medical Center- Dignity Health is supportive of and committed to The Salvation Army of San Bernardino for their proposal for San Bernardino City's Homeless Street Outreach Program. The Salvation Army of San Bernardino has been providing services such as, emergency shelter, street outreach, intensive case management, community meals, transitional housing, identification vouchers, and other services to individuals experiencing homelessness and those most vulnerable within our hospital's service area. They are committed to the region and have shown their willingness to collaborate with other providers to improve the accessibility of those most in need by providing these resources.

St. Bernardine Medical Center is committed to:

- Provide support and evidence of homeless or in need individuals assisted to show the work that has been done by The Salvation Army of San Bernardino
- Provide explanation as to how The Salvation Army has effectively administered grants provided by your organization
- Provide explanation of how The Salvation Army of San Bernardino has been good stewards of your grants/gifts

We are eager to be part of or support the The Salvation Homeless Street Outreach Program partnership so we can strengthen and expand the resources to connect homeless and individuals in need with new opportunities in the community.

Sincerely,

  
Douglas Kream  
Hospital President  
St. Bernardine Medical Center



# *San Manuel Band of Mission Indians*

February 22, 2023

Mr. Steven Pinckney  
Business Administrator  
The Salvation Army  
925 W. 10th Street  
San Bernardino, CA 92411

Dear Mr. Pinckney,

On behalf of San Manuel Band of Mission Indians, we want to thank you and your organization for the programs and services you provide to our community.

We're pleased to support The Salvation Army (TSA) in their continued efforts in providing strategic programs that work to serve single women, men and families who are experiencing homelessness. From transitional living to guided assistance for those participating in adult rehabilitation centers, TSA has grown into one of the key partners in the region tackling our most vulnerable population. As a result of the growing demand for programmatic services around homelessness in the Inland Empire, TSA is always proactive in seeking and attaining additional support for the wellbeing of our community.

The Tribe recently approved a \$300,000.00 grant award to support their Men's Annex Transitional Living Program. Since 2005, the Tribe has awarded TSA a total of \$511,631 dollars across thirteen (13) unique grant opportunities.

We look forward to continuing to partner with TSA on any future opportunities.

If you should have any questions, please contact Alberto Jasso at (909) 864-8933. Thank you once again and we extend our best wishes to you for continued success.

Sincerely,

Jessica Stops  
Vice President of Tribal Brand Marketing and Strategic Initiatives

DocuSigned by:

Jessica Stops

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2/22/2023

February 21, 2023

To: City of San Bernardino

Subject: City of San Bernardino Street Outreach Program

To Whom It May Concern,

San Bernardino City Unified School District is supportive of and committed to The Salvation Army of San Bernardino for their proposal for San Bernardino City's Homeless Street Outreach Program. The Salvation Army of San Bernardino has been providing services such as emergency shelter, street outreach, intensive case management, community meals, transitional housing, identification vouchers, and other services to individuals experiencing homelessness, vulnerability and need in our community for many years. They are committed to the region and have shown their willingness to collaborate with other providers to improve the accessibility of those most in need by providing these resources.

San Bernardino City Unified School District is committed to:

- Provide recommendation/support for funding
- Provide support and evidence of homeless or in need individuals assisted to show the work that has been done by The Salvation Army of San Bernardino
- Provide explanation of how The Salvation Army of San Bernardino has been good stewards of your grants/gifts

We are eager to be a part of or support the The Salvation Homeless Street Outreach Program partnership so we can strengthen and expand the resources to connect homeless and individuals in need with new opportunities in the community.

Sincerely,



Angela Urquidies, Director  
Specialized Programs

**SPECIALIZED PROGRAMS**



LOMA LINDA UNIVERSITY

School of Nursing

February 22, 2023

To: City of San Bernardino

Subject: City of San Bernardino Street Outreach Program

To Whom It May Concern:

Loma Linda University, School of Nursing fully supports the Salvation Army of San Bernardino's proposal for a Homeless Street Outreach Program in San Bernardino. The Salvation Army of San Bernardino has a track record of reaching out to society's most vulnerable individuals with essential services such as emergency shelter, intensive case management, community meals, and transitional housing that benefit the homeless and people in need.

The School of Nursing's mission extends outside the boundaries of our campus. We are eager to support programs that strengthen and expand resources that connect homeless people and individuals in need with new opportunities in the community. The Salvation Army Shelter for Children and Families has partnered with Loma Linda University, School of Nursing as a setting for nursing students to serve the residents at Hospitality House. We welcome other programs, such as the proposed Homeless Street Outreach program, with which we may partner to serve the community.

In conclusion, we support the Salvation Army of San Bernardino for their proposed Homeless Street Outreach Program.

Sincerely,

Kelly McHan, EdD, MPH, RN  
Assistant Professor of Nursing  
Loma Linda University  
[Klmchan@llu.edu](mailto:Klmchan@llu.edu)  
909-558-1000 ext. 45431

February 20, 2023

To: City of San Bernardino

Subject: City of San Bernardino Street Outreach Program

To Whom It May Concern,

The Making Hope Happen Foundation is supportive of and committed to The Salvation Army of San Bernardino for their proposal for San Bernardino City's Homeless Street Outreach Program. The Salvation Army of San Bernardino has been providing services such as, emergency shelter, street outreach, intensive case management, community meals, transitional housing, identification vouchers, and other services to individuals experiencing homelessness, vulnerability and need in our community for decades. They are committed to the region and have shown their willingness to collaborate with other providers to improve the accessibility of those most in need by providing these resources.

Making Hope Happen Foundation is committed to:

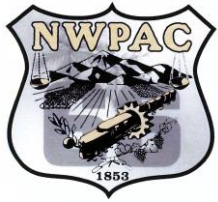
- Provide recommendation/support for funding
- Provide support and evidence of homeless or in need individuals assisted to show the work that has been done by The Salvation Army of San Bernardino

We are eager to be part of or support The Salvation Homeless Street Outreach Program partnership so we can strengthen and expand the resources to connect homeless and individuals in need with new opportunities in the community.

Sincerely,



Niki Dettman  
Executive Director  
niki.dettman@makinghope.org  
909-648-4721 (mobile)



# Northwest Project Area Committee

1505 Highland Avenue • San Bernardino CA 92407

Telephone: (909) 913-0831 • Fax: (909) 823-6018

Email: [nwpac.sb@hotmail.com](mailto:nwpac.sb@hotmail.com) [facebook.com/NorthWestProjectAreaCommittee](https://facebook.com/NorthWestProjectAreaCommittee)



February 20, 2023

Cassandra Searcy, Deputy Director  
Office of Housing & Homeless  
City of San Bernardino  
201 North E Street, 3<sup>rd</sup> Floor  
San Bernardino CA 92401

Subject: City of San Bernardino Street Outreach Program

Dear Ms. Searcy,

The Northwest Project Area Committee is supportive of and committed to The Salvation Army of San Bernardino for their proposal for San Bernardino City's Homeless Street Outreach Program. The Salvation Army of San Bernardino has been providing services such as, emergency shelter, street outreach, intensive case management, community meals, transitional housing, identification vouchers, and other services to individuals experiencing homelessness, vulnerability and need in our community for many years. The organization is committed to the region and have shown their willingness to collaborate with other providers to improve the accessibility to those most in need by providing these resources.

The Northwest Project Area Committee is committed to:

- Providing recommendation/support for funding
- Providing explanation of how The Salvation Army of San Bernardino has been good stewards of grants/gifts benefiting San Bernardino and the Inland Empire.

We are eager to be part of and support the Salvation Homeless Street Outreach Program Partnership so we can strengthen and expand the resources to connect homeless and individuals in need with new opportunities in the community.

Respectfully,

Charlene Dixon  
President