

# The Salvation Army Proposal Summary: Hope Village at the Bay

Accepted by TSA CFC  
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Part I: Proposal Summary  
Part II: Proposal Budget  
Part III: Special Restrictive Use Period Clause

The purpose of this document is to provide a summary of The Salvation Army project proposal (Part I), project budget (Part II) and Special Restrictive Use Period Clause (Part III).

## **PART I: Proposal Summary**

Introducing The Salvation Army Hope Village at The Bay. This housing readiness micro-community initiative is built around the “SEED” philosophy. This acronym encapsulates our commitment to augmenting our guests' Strengths, Empowerment, Education, and Dreams. Our program offers a sanctuary with safe emergency housing and support services grounded in client-centered, trauma-informed practices. The SEED program encompasses various services, from emergency shelter and food to legal aid and mental health support.

We propose establishing an 8-unit micro-community under the Hope Village at The Bay/SEED program. This community will cater to a diverse group, including Tribal members, Veterans, and Seniors with families. Our approach is holistic, prioritizing the individual needs of our guests while delivering services with compassion and sensitivity. The Salvation Army has successfully implemented this methodology in various cities grappling with homelessness, such as Los Angeles, Las Vegas, Seattle, Spokane, and Portland. Central to our approach is the prevention of re-traumatization, often linked with social services and criminal justice processes.

This initiative aligns with the pressing needs identified in the Coos County Coordinated Office of Homelessness Strategic Plan, adopted on April 18, 2023, for the Southern Coast Oregon area. In collaboration with the Coquille Indian Housing Authority, we aim to launch an 8-unit transitional housing facility. Our strategy is four-pronged: innovative outreach, inter-organization and external training, comprehensive partnerships, and meticulous case management. The only primary requirement for our program participants is a commitment to sobriety during program-related activities.

The Salvation Army's legacy spans the United States, serving communities akin to Coos Bay. We have consistently expanded housing opportunities, minimized trauma, fostered nurturing environments free from discrimination, and paved the way for individuals and families to realize their dreams of self-sufficiency and home ownership.

The Salvation Army Coos Bay Advisory Board and leadership have endorsed MODERN Cabins or Tiny Homes as the housing units of choice for this project. Detailed information on these units and a bid from a local contractor covering all aspects of construction can be found in the attached proposal at the end of this document.

## **1) HISTORY, BACKGROUND, AND STATUS**

Sharing a little of the history of the Oregon South Coast region - in its prime, the region boasted of a strong economy forged through forestry, shipping, coal mining, fishing. Housing has always been an issue here, as landlords have capitalized on the "higher than market value" of rental properties. To add to the housing situation the cities of Coos Bay & North Bend are situated on a peninsula that acts more like an island, and rest on top of a thick layer of sand. This makes structures over 2 or 3 stories in height an impossibility.

Coos, Curry, and Douglas Counties were particularly "hard hit" by scaling down the forestry industry. Locals share, "homelessness spiked in the 1990's as people employed in the forestry industries lost their jobs...they moved from their homes to tents in the forest. Their hope was that the forestry industry would resume at its former peak levels 'anytime now'." Some people are still waiting...Homelessness in Coos County as reported by local professionals is "multi-generational." It's often shared by professionals working with the homeless, "oh, I've known them my whole life...we went to school together..."

These pressing issues are compounded by a conservative culture clashing over what's known as measure 110. The generally conservative culture has chosen to "avoid" dealing with the unhoused, blaming these issues on Portland. Measure 110 exacerbated issues as it's perceived that law enforcement is curtailed from dealing with issues surrounding de-criminalization of illegal drugs and the co-occurring issues including theft, open drug use, prostitution, and public nuisance.

## **2) STATEMENT OF NEED**

The recent Strategic Plan formulated by the COOS COUNTY COORDINATED OFFICE OF HOMELESSNESS underscores a pressing concern: the urgent need for additional beds across the housing spectrum, encompassing emergency shelters, transitional housing, and permanent supportive housing.

In response, The Salvation Army is poised to inaugurate an 8-unit Family Transitional Village. This initiative will encompass recruiting and training dedicated staff, fostering community resilience through strategic partnerships and collaborations, and enhancing our internal training and educational capabilities. As a recognized authority on homelessness response, we are committed to playing an active role in the area's homeless response strategy.

A salient need, as voiced by both the community and service providers, is the imperative to "Increase Community Understanding of the Housing Shortage and services to the Unhoused."

The Salvation Army's legacy in Coos Bay and its neighboring regions dates back to 1898. As a cherished and trusted entity, we are uniquely positioned to address the multifaceted challenges this community faces, ranging from homelessness, substance use disorders, and mental health issues to food insecurity, economic disparities, workforce development, education, spiritual growth, and social justice. Our "wholistic" approach celebrates each individual's unique potential and strengths while acknowledging and addressing barriers and limitations. We are

steadfast in our belief that every individual is valuable, and we are committed to collaboratively surmounting challenges that impede sustainable housing and the realization of dreams.

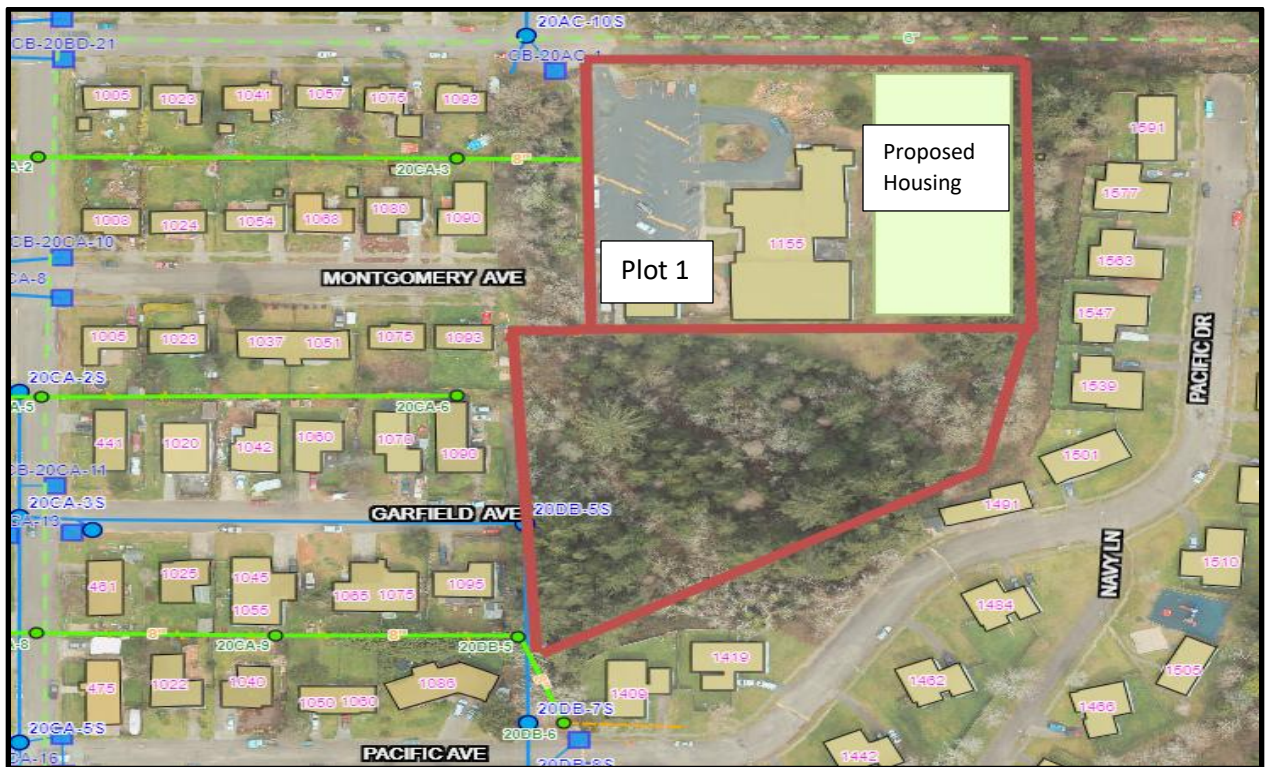
### **3) SERVICES PROPOSED**

The Salvation Army is poised to enhance its local response to homelessness by inaugurating an 8-unit transitional housing facility. This facility will be complemented by community support structures on-site, including a commercial kitchen for guests interested in purchasing meals, and laundry amenities. To realize this vision, we will:

- Recruit and train dedicated staff.
- Foster community resilience through strategic partnerships and collaborations.
- Augment our internal training and educational capabilities.
- Enhance our expertise and certification to provide technical assistance, positioning us as a leading authority in the coordinated area homeless response.

Located at 1155 E Flanagan Avenue, The Salvation Army Coos Bay (TSACB) spans 4.68 acres. Our proposal for this property includes:

- Assessing its suitability for 8 transitional housing units.
- Conducting a "wetland deliberation".
- Undertaking excavation and road construction for improved access and parking.
- Installing infrastructure for power, water, sewer, and communications.
- Erecting privacy fencing around housing units to ensure guest confidentiality and dignity.
- Offering food service, providing one hot meal per guest daily, and making the laundry room accessible from 8:00 a.m. to 10:00 p.m.



We propose hiring a full-time Program Manager and a full-time PCR/Case Manager to ensure our guests receive prompt and appropriate support. Both will manage caseloads, offering crisis intervention services, including liaising with local hospitals and law enforcement. They will be available during regular business hours (9:00 a.m. to 5:00 p.m.), with after-hours needs addressed through a rotating "on-call" system. Case management will encompass a range of responsibilities, from intake and orientation to treatment planning and coordination of peripheral needs.

The Program Manager will supervise mid-level administration, ensure funding accountability, adhere to policies, procedures, and regulatory compliance, and oversee the program and its staff.

For sustained program success, it's crucial to note:

The Salvation Army Coos Bay Corps, serving Coos, Curry, and Western Douglas Counties, currently offers many social services, addressing food insecurity, utility and rent assistance, and more. Emphasis is given to families, with after-school programs offering educational support, music instruction, and recreational activities. These initiatives are primarily funded through mail solicitations, donor cultivation, grants, and trust funds.

To ensure the longevity and success of the SEED Program, The Salvation Army seeks financial operations support commitment from local, state, and federal governments. Coos County has committed to providing the services of a grant writer to assist TSA with annual operating funding.

Lastly, to cater to the expanded needs of Hope Village at The Bay guests, a portion of our existing Community Center requires remodeling, particularly for enhanced food and laundry services. Preliminary estimates suggest a budget of approximately \$125,000 for this endeavor. The Salvation Army requests to utilize \$125,000 of the construction and operating funding provided by Coquille Indian Housing Authority, and the fiscal agents for HB 4123 which is the Board of Commissioners for Coos County.

#### **4) PROGRAM GOALS & OBJECTIVES**

Through consistent counseling, advocacy, support, and expert case management, we aim to empower our guests and their families. Our goal is to facilitate their transition into independent living, enabling them to realize their dreams and achieve personal healing.

**Goal 1:** Offer transitional housing to families confronting homelessness.

- **Objective 1:** Furnish transitional housing for a duration ranging from six months to 24 months for a minimum of 8 families grappling with homelessness.
- **Objective 2:** Furnish transitional housing for a similar duration for at least 20 individuals or couples facing homelessness.

**Goal 2:** Deliver support group activities to families confronting homelessness.

- **Objective 1:** Conduct at least 26 weekly support group sessions for our clients.
- **Objective 2:** Offer at least 12 peer-counseling sessions to at least 20 clients.

**Goal 3:** Extend comprehensive support to adults and family members facing homelessness.

- **Objective 1:** Ensure basic needs are met by providing food, clothing, and hygiene essentials.
- **Objective 2:** Implement Financial Literacy Training to enhance financial understanding and management.
- **Objective 3:** Introduce Life Skills Training to equip clients with essential day-to-day skills.
- **Objective 4:** Create avenues for Education and Empowerment, enabling clients to further their knowledge and personal growth.

## **5) METHODS OF ACCOMPLISHMENT**

### **Requirements for Acceptance:**

- Enrollment is facilitated through The Salvation Army (TSA) Case Management and a comprehensive application process.
- Applicants must be homeless a single adult aged 18 or over with a family.
- Applicants should be capable of performing "Activities of Daily Living" independently.
- An evident willingness to engage in case management, housing navigation, and adherence to on-campus sobriety expectations is essential.

### **Eligibility Requirements:**

- Applicant(s) should fall within the stipulated income limits.
- Necessary documentation must be presented, including a valid social security number and proof of citizenship or eligible immigrant status.
- The Salvation Army will prioritize housing allocations, reserving 25% of units initially for eligible Coquille Indian Tribal members, followed by members of other tribes. Once the units are fully occupied, the waitlist prioritization will include eligible Coquille Tribal members, members of other tribes, and then the general public.

## **6) COMMUNITY SUPPORT**

Community support for The Salvation Army is at an all-time high. Many other offers for funding have started coming in including - "Wild Rivers Coast Alliance." We received funding "peripherally" from them in the past through the "Oregon Coast Foundation." Last year we received \$10,000 for our after-school programs, and \$15,000 allowing us to upgrade our Food Pantry operations. Then OCF sent another \$10,000 for the after-school program - allowing us to upgrade the music & culinary programs. They recently wrote asking that we "quickly apply" for \$50,000 (the maximum gift). They shared that we missed the deadline to apply, but strongly encouraged us to apply anyway – they held the grant application open for us.

The Confederated Tribes reached out to offer "case management services for "Hope Village at The Bay. In this conversation, it occurred to Major Kauffman that partnering with Confederated Tribes would offset the need for a housing case manager and allow for operating funding to be prioritized to other areas for the Hope Village project.

**PART II: Project Budget**

The following budget summary is based on the assumption that the OHCS Restricted Use Period standard that comes with BAFI-NATO funds, adjusted for this project based on the mutually agreed to special clause found below in Part III in the Special Restricted Use Period.

<b>Grant Name:</b>	BAFI-NATO Wave I		
<b>Grant Amount:</b>	\$736,128		
<b>Grantee:</b>	Coquille Indian Housing Authority		
<b>Subgrantee:</b>	The Salvation Army		
<b>Eligible Categories</b>	<b>CIHA</b>	<b>TSA</b>	<b>Total</b>
1) Street Outreach	-	-	-
2) Emergency Shelter	-	367,436	367,436
3) Transitional Housing	-	-	-
4) Homelessness Prevention	-	-	-
5) Supportive Housing	-	-	-
6) Acquisition/Rehab/Conversion	-	249,600	249,600
7) Eviction Prevention and Diversion	-	-	-
8) Outreach and Engagement	-	-	-
9) Capacity Building	57,892	-	57,892
10) Data Collection	-	-	-
11) Indirect or Administrative Costs	-	61,200	61,200
<b>Totals</b>	<b>57,892</b>	<b>678,236</b>	<b>736,128</b>

**PART III: Special Restrictive Use Period Clause**

OHCS award of BAFI-NATO funds to CIHA include state funded guideline requirements for Restrictive Use Period (see requirement paragraph B.2.a. The purpose of the proposed Special Restrictive Use Period Clause is to adjust the application of the basic guideline requirements for the purposes of the OHCS award to CIHA and their subaward to The Salvation Army (TSA).

The goal of the following clause, when mutually agreed to by OHCS and CIHA, would be to adjust the restrictive use period requirement so the standard flows around CIHA and applies to TSA only as the subrecipient of OHCS BAFI-NATO funds and by flowing around CIHA, does not apply to CIHA for the purposes of these funds and the award.

The recommended clause to be considered and suggested for mutual agreement is as follows:

**Special Restrictive Use Period Clause**

“Whereas the Hope Village Project will exist and operate on The Salvation Army (TSA) property and the project housing complex will be purchased and operated by the TSA, the State of Oregon Restrictive Use Requirements applied to BAFI-NATO awarded and expended funds, will only apply to TSA (the subrecipient) and not apply to CIHA (the pass-through entity).

Further, as the pass-through entity, CIHA will continue to apply all other duties and responsibilities as the fiscal agent for project and financial monitoring, however the Restrictive Use Period requirements will flow around CIHA and not apply to CIHA.”