



VOLUNTEERS OF AMERICA
1876 S. Sheridan Ave.
Sheridan, WY 82801

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City of Sheridan
Attn: Jim Harmon
P.O. Box 848
Sheridan, WY 82801

January 10, 2018

Dear Mr. Harmon,

Volunteers of America (VOA) is applying for the City of Sheridan's 1-Cent Sales Tax distribution for the 2019 fiscal year to support homeless individuals and families in the Sheridan area. Because of insufficient funding, the Sheridan Community Shelter was forced to close September 30, 2017. Today, VOA's dedication to serving the Sheridan Community continues through a non-residential model, the Homeless Outreach Program.

In FY 2017, 346 individuals were served at the Sheridan Community Shelter. In just three months of operation, the Homeless Outreach Program has assisted over 150 individuals. As a direct result of VOA homeless service programs that provide emergency shelter, food and case management, the pressure on emergency city services is greatly reduced.

The commitment of our community to ending homelessness is indicated through the generosity of foundations, businesses, churches and individuals who support the new Homeless Outreach Program. However, this collaborative goal to end homelessness also requires significant leadership and support from the city. VOA is respectfully requesting \$10,000 to address the needs of homeless families and individuals in Sheridan County through the Homeless Outreach Program.

Thank you very much for your consideration of the people of Sheridan.

With Deep Appreciation,

Jeffrey M. Holsinger
Chief Executive Officer
Volunteers of America Northern Rockies
307.672.0475

Homeless Outreach Program – Sheridan, WY

Executive Summary

The Homeless Outreach Program operated by Volunteers of America (VOA) emphasizes a housing-first strategy for those who are homeless as well as a homeless prevention focus for people threatened with loss of current housing in the Sheridan Community. Homeless services are provided by committed VOA case managers who help in building solutions to poverty and homelessness seven days a week. Staff emphasizes community outreach to locate people in need and collaborating with partnering agencies to access necessary resources to address those needs.

As soon as a homeless individual or family is contacted, service delivery and referrals begin. This process identifies immediate needs of individuals and families in need, such as healthcare, treatment services or mental health issues to be addressed through prompt referrals. Those who are literally homeless may be placed in temporary motel accommodations by VOA with a duration that will vary dependent upon client commitment to plans for permanent housing, weather conditions and the availability of funding. VOA staff will work with individuals to locate appropriate permanent housing in a timely and efficient manner.

Associated strategies necessary to assure on-going stability are a part of the case management plan objectives. For individuals who may become stranded in Sheridan on their way to another destination and who do not have resources to continue their journey, assistance may be provided to meet their transportation needs or relocate to their home communities. Clients not interested in working with VOA staff to create a plan to end their homelessness may be provided with basic necessities, including food, to assist them and assure their safety as much as possible.

Case management is a critical process offered by VOA staff who initiate person-centered case plans with individuals who seek to progress from their current situations with emphasis on rapid rehousing. Persons served may be seeking affordable housing as a first step to stabilization and VOA will present housing location resources as well as accessing other resources to end homelessness, bring stability and sustainable income.

Some individuals in our community may encounter difficult, sudden economic circumstances that place them in jeopardy of losing their current housing situation. Direct assistance may be provided by VOA to this population through resources which target short-term, one-time infusions of support for a portion of rent, utilities or other necessary living requirements, as quickly as possible. Swift action to determine eligibility and render assistance is critical in avoiding evictions and the more complex and costly issues of becoming literally homeless.

The services provided by VOA's Homeless Outreach Program provides a hand up in reaching stability, accessing permanent housing and achieving a sustainable living condition in the Sheridan Community.

SECTION I: Cover Sheet

Application for City of Sheridan One Cent Funds

Fiscal Years 2020-2023

(July 1, 2019 to June 30, 2023)

General Information

Name of Organization:
Volunteers of America
Northern Rockies

Phone Number: 307.672.0475

Contact Person: Bill Bensel

Address: 1876 South Sheridan
Avenue, Sheridan, WYO
82801-6136

Amount of Funds Requested: \$10,000

Email: bensel@voanr.org

Describe the principal purpose of your organization:

Providing Human Service programs that are guided by professional staff and committed volunteers who create strong families and thriving communities through holistic programs that lend a hand up, not a hand out.

List the names of Board Members and Officers:

Volunteers of America Northern Rockies
Board of Directors (2017-2018)

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Mr. Paul R. Del Rossi

Mr. John Muecke

Mr. Del Acker, *Vice Chair*

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Mr. Ric Paul, *Treasurer*

Mr. Jeffery Holsinger, *President & CEO*

Mr. Bill Sousa

Mrs. Helen L. Warpness, *Secretary*

Mrs. Mary Underriner

Mr. Myles Kennedy

Mr. Robert Leibrich

Mr. Charles Whiton

Declaration: I hereby certify that the information give in this application for One Cent funding is true and correct to the best of my knowledge.

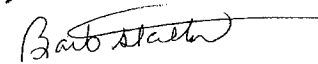
Agency Director


Signature

Mr. Jeff Holsinger
Print Name

January 10, 2018
Date

Board President


Signature

Mrs. Barb Skelton
Print Name

January 10, 2018
Date

SECTION II: *Fact Sheet* –

Please keep responses to questions below to a single page

Organizational History and Mission

Provide a brief history of your organization in Sheridan County, including services provided to area residents and your organization's Mission Statement.

Volunteers of America Northern Rockies (VOA) is a 501 C (3) non-profit organization established in 1985. Our mission: "To compassionately serve and strengthen individuals by empowering them to build healthy and happy lives."

Volunteers of America serves needy individuals and families throughout the region. In Wyoming, and particularly Sheridan County, VOA offers homeless outreach services, Veterans services, residential substance abuse treatment, youth-at-risk programs and senior affordable housing.

Funding Requested

Briefly explain how the funds will be used and why public funds are necessary to accomplish this goal. Some discussion items to cover in this section may include: ***Whether or not the funding request has increased from prior years; Whether or not this is a one-time or on-going request; The description of any large program or staff expansion set to occur; Any large equipment or other fixed assets that will be purchased; How your project relates to city or county goals or improves the overall quality, character or health of the community; and Whether or not funding will be used to leverage additional monies for your organization either through grants or other means***

The needs of Sheridan's literally homeless people and those at risk of homelessness in the City of Sheridan area are being addressed vigorously through the Homeless Outreach Program operated by Volunteers of America (VOA). The Homeless Outreach Program relates to the city's goals of supporting the health and well-being of members of the community and assuring safety for the residents of the City of Sheridan and Sheridan County.

Homeless Outreach emphasizes a housing-first strategy for those who are homeless as well as a homeless prevention focus to help keep people who are presently housed in their homes. These activities emphasize community outreach and engagement techniques to locate homeless individuals and families in order to initiate supportive services to stabilize, provide appropriate referrals and house those in need. Two full time staff Service Coordinators work 7 days a week to help people build solutions to poverty and homelessness. The VOA homeless program budget has been down-sized with the closing of the Sheridan Community Shelter and is now a non-residential outreach program. Therefore, no large equipment or fixed assets are to be funded by this request.

The Homeless Outreach Program is a contact-intensive service that is providing best practices to help Sheridan's less fortunate people to become stabilized, permanently housed and on the path to greater independence. This program model has replaced the services previously offered by VOA's Sheridan Community Shelter which was closed due to insufficient financial resources.

Badly needed funds which may be accessed through the City of Sheridan One-Cent Optional tax will be utilized for the Homeless Outreach Program. The priority program expense is direct assistance given to homeless

individuals and families. This includes payment for emergency motel stays with the duration of stay dependent upon client plans for permanent housing, weather conditions and the availability of funding.

In addition to direct client assistance, salaries for staff who actively work to build solutions for homeless individuals and families is an essential program cost. Lowering the reliance of the homeless population on emergency services at hospitals, law enforcement and other tax supported resources occurs through quick response by the Homeless Outreach Program staff.

Individuals who are ready and willing to enter into a housing stabilization plan with the case manager are supported in a process to access or retain housing as rapidly and efficiently as possible. Additionally, individuals who may have encountered obstacles as they travel to their home communities outside of Sheridan may be provided with transportation assistance. Clients who are not interested in working with VOA staff to create a plan to end their homelessness may be offered appropriate referrals and provided with necessities including food to assist them as much as possible.

VOA's partnerships with other assistive human service organizations, churches and agencies in the Sheridan community are a key in providing emergency referrals and additional resources to help individuals so that they may progress toward increased stability.

In our home town community of Sheridan, women, men and families may be one missing paycheck or one costly crisis away from a never imagined homeless event. Temporary, one-time rent or utility payment assistance can be provided through VOA programs to keep people in their homes in order to weather and recover from a potential homeless calamity. This preventative action avoids the more costly, stressful and complex activities required to rehouse literally homeless individuals.

Volunteers of America is requesting \$10,000 to serve Sheridan's homeless women, men and families through the Homeless Outreach Program in FY 2019. The previous FY 2018 request was \$50,000 of which a total of \$4,444 was granted by the City of Sheridan. This is a major reduction in previous funding requests.

This funding need is an on-going request as long as Sheridan citizens are experiencing homelessness or are threatened with homelessness. The Homeless Outreach Program has been in operation three months. Though the program operational budget is significantly less than that of the previous residential Shelter program, substantial costs remain that require funding. Significant generosity from the community, foundations, businesses and individuals in supporting VOA homeless programs continues to be part of a collaborative funding strategy. Support from local government, including the City of Sheridan, is a critical part of that shared community support strategy to bring well-being and safety to the people of Sheridan. Significant city participation will help leverage continued community support from the variety of philanthropic organizations and individual citizens who have joined with VOA in an effort to end homelessness in our community.

SECTION III. Financial Information -
Please keep responses to a single page. (Responses must utilize this form)

Balance Sheet as of December 31, 2017:

<i>Assets (Current)</i>	<i>Total</i>	<i>Liabilities</i>	<i>Total</i>	<i>Other Financial Information You Wish to Include:</i>
<i>Cash:</i>	<i>\$ 2,495,326</i>	<i>Payables:</i>	<i>\$ 1,021,839</i>	
<i>CDs, etc.:</i>	<i>\$ 351,378</i>	<i>Withholding:</i>	<i>\$</i>	
<i>Receivables:</i>	<i>\$ 763,277</i>	<i>Long Term:</i>	<i>\$ 147,900</i>	
<i>Fixed</i>	<i>\$</i>	<i>Promissory Notes:</i>	<i>\$</i>	
<i>Equipment</i>	<i>\$ 1,560,707</i>	<i>Mortgage:</i>	<i>\$ 2,458,847</i>	
<i>Building</i>	<i>\$17,407,658</i>	<i>Net Assets:</i>	<i>\$16,470,969</i>	
<i>Less Depreciation</i>	<i>\$(2,903,021)</i>			
<i>Prepaid Expenses</i>	<i>\$ 52,204</i>			
<i>Restricted Assets</i>	<i>\$ 357,276</i>			
<i>Other Assets</i>	<i>\$ 14,750</i>			
<i>Totals</i>	<i>\$20,099,555</i>		<i>\$20,099,555</i>	

SECTION IV. Budget Information -
Please keep responses to a single page. (Responses must utilize this form)

Revenue

	Amount	Secured or pending?
City of Sheridan One Cent	\$ 10,000	Pending
Sheridan County One Cent	\$ 44,000	Pending
Donors	\$ 200,000	Pending
Fundraisers	\$ 20,000	Pending
Interest		
Other	\$ 20,000	CSBG - Pending
Other	\$ 65,000	ESG - Pending
Other		
Other		
Total Estimated Revenue	\$ 359,000	

Expense

	Amount	Comments
Salary, Director	\$ 10,900	Allocation @ 20%
Salary, Other(s)	\$ 78,500	2 FTE's
Benefits	\$ 28,600	
Rent	\$ 12,000	
Utilities / Telephone	\$ 2,000	
Client Service & Supplies	\$ 34,900	
Client Aid	\$ 150,000	
Equipment	\$ 1,000	
Other – Insurance	\$ 1,200	
Other – Administrative Allocation	\$ 35,300	
Other – VOA Franchise Fees	\$ 4,600	
Other		
Total	359,000	<i>This figure should match Estimate Revenue line above.</i>

SECTION V: Report for Prior Awardees Only-
Please keep responses to questions below on a single page

Complete this section if your agency has previously been awarded One Cent Funding for July 1st 2016 to June 30th 2017:

Amount Awarded? \$4,444

Have you used all of the funds awarded? Yes
 No

Briefly describe the impact that the previous award has had on your program, project or organizational operations. Some discussion items to cover in this section may include:

- *Number of persons served and demographics of persons served (income level, age, race, etc.)*
- *Describe the overall impact of these funds on your program, project or organization*
- *If your agency has not yet to spent all of the awarded funds, please briefly describe your plans to expend the funds by the end of the fiscal year*
- *Did your agency use One Cent funding to leverage additional funds, either through grants or other means?*

In calendar year 2016, the Sheridan Community Shelter served 344 individuals, provided 12,339 meals and 8,124 nights of safe sleep to the homeless. In FY 2017, a total of 346 people, 101 women and 245 men, were served at the Sheridan Community Shelter. Seventy-nine percent (79%) of individuals who were served at the Sheridan Community Shelter in FY 2017 were white, followed by 11% Native American. Many of the Veterans entering that program, 32% of total, were served through other VOA programs, such as Supportive Services for Veterans Families. Fifty percent (50%) of homeless persons served at the Shelter in FY 2017 were stably housed upon discharge. Another 18% moved to another appropriate residential setting, such as Veteran housing, or healthcare treatment programs. Overall, 64% of Community Shelter clients were discharged successfully to stable housing, employment, or other programs appropriate for their needs. The support provided by the City of Sheridan One-Cent Optional tax distribution and other diverse community giving provided these homeless families and individuals with shelter, safety, food, a path to stability, access to employment and permanent housing.

In the 3-month period since inception of the Homeless Outreach Program on October 1, 2017, 73 women and 78 men have been served with non-residential homeless services. These included 22 youth under 18 years of age who may have accompanied their families or were referred to VOA homeless youth services (Milestone Youth Home or Independent Living). Homeless clients are at the low to no income level.

Since serving the needs of our homeless population in Sheridan is a community issue, the funding raised through foundations, businesses, community fundraising events and local government leverage upon one another to allow VOA to serve the critical needs of people throughout the year. City government is critical to this collective funding partnership as other funding entities look to the City of Sheridan for leadership in serving the needs of our homeless population.

The Homeless Outreach Program will continue to keep families and individuals safe and will move them as rapidly as possible into permanent housing, increasing stability and independence. This formula lowers demand for city resources, medical services, law enforcement and other emergency resources.