

The Salvation Army – Homeless to Work Program

FY 2025-2026 City Grant Proposal Term Sheet

Grant Recipient: The Salvation Army (“The Salvation Army” or “Recipient”)

Program Name: Homeless To Work (the “Program”)

City Funding Request: \$150,000

Contract/Grant Term: October 1, 2025 – September 30, 2026

Any change to the Program Costs/Payment Terms of this FY 2025-2026 City Grant Proposal Term Sheet (the “Term Sheet”) will require City Council approval.

PROGRAM OVERVIEW:

Each year, The Salvation Army empowers up to 1,500 individuals to gain the tools and confidence needed for lasting self-sufficiency. Through life skills assistance and employment navigation services including budgeting guidance, job preparation and placement, debt relief counseling, and educational programs the organization integrates workforce services with housing stability to ensure individuals and families achieve self-sufficiency. Every case management plan is personalized, with workforce housing provided based on income.

Transitional housing paired with workforce development aims to break cycles of poverty by providing safe accommodations alongside intensive career training. Families and individuals vulnerable to homelessness rely jointly on workforce and housing systems to become self-sufficient. These two systems typically operate independently and often do not consider the urgent situations of those experiencing homelessness. The Salvation Army integrates these two systems, and an array of services are provided that includes but are not limited to: GED prep, job readiness training, basic computer skills training and financial counseling. Requested funding will support programmatic services.

Goals: All participants enrolled in our programs will achieve housing stability and financial self-sufficiency

Objectives: The core objectives focus on stabilizing lives, building vocational skills, and facilitating a successful transition to independent, permanent housing.

- Break the cycle of homelessness by providing individuals with temporary housing and targeted job-readiness training to secure long-term stability
- Remove employment barriers to economic and career advancement

PROGRAM SCOPE OF WORK AND DELIVERABLES:

This Program is designed to provide secure accommodations to eliminate the instability of homelessness or housing crisis to allow participants to focus on personnel and career growth. The Salvation Army provides personalized and ongoing case management and support services for all transitional / temporary housing residents to overcome barriers to housing stability and self-sufficiency. Income-based housing includes basic needs, education support, and workforce and career development opportunities. Staff provide assistance with resume development, interview preparation, online job applications, and referrals to employers who are actively hiring. Through ongoing coaching and accountability, clients are encouraged to apply for suitable positions, attend hiring events, and pursue opportunities that align with their skills and career goals. Emergency financial assistance is provided to qualified households to avoid eviction and/or loss of utilities.

The Salvation Army is one of 13 member agencies of the newly formed (2025) Stable Housing Coalition, established to share resources across agencies, improve coordination so households receive more complete support, and strengthen collaboration in case management and service delivery. The Salvation Army's fiscal year 2026 services include collaboration with other emergency services providers and partners, to include, but not limited to, Family Promise, Lutheran Social Services, Literacy Alliance of Northeast Florida, Changing Homelessness, Family Support Services, Operation New Hope, Trinity Rescue Mission, and City Rescue Mission.

PROGRAM COSTS/PAYMENT TERMS:

The City's maximum contribution to the Program shall be \$150,000. City funds shall be disbursed on a draw basis in the amount of \$625 per Qualified Participant (as defined herein), per month, up to a maximum of 20 Qualified Participants per month ($\$625 \times 20 \times 12 = \$150,000$). A Qualified Participant shall be defined as person over the age of 18 that is housed at Recipient's facility and that actively participates in the workforce and career development aspects of the Program. Disbursements by the City shall be prorated based on actual time a Qualified Participant is housed at Recipient's facility and participating in the Program.

It is known that Recipient provides wrap-around services to families and individuals vulnerable to homelessness. As such, Qualified Participants may utilize the services provided through other programs of Recipient funded, in whole or in part by City funds, with the exception of housing-related services provided by Recipient pursuant to the Fiscal Year 2025-2026 City Services Agreement (Homeless Shelter Capacity) between the City and Recipient (City Contract #72311-26), as may be amended, addressing unauthorized camping and sleeping on public property (HB1365). Any family or individual actively housed or being provided with housing assistance pursuant to said contract shall not qualify as a Qualified Participant while receiving Program services.

City funds shall only be disbursed upon the City's receipt and approval of supporting documentation, including but not limited to the name of each Qualified Participant, proof of occupancy, and details on services provided to Qualified Participants.

Total cost of the Program is estimated to be \$339,000.

All requested funding supports collaborative services with emergency partners, enabling resource sharing, eliminating duplication, and achieving long-term positive results.

PROGRAM IMPACT & REPORTING:

The Salvation Army works with Program participants to overcome practical barriers to employment by providing interview preparation, professional attire, and other job-readiness support. Staff work closely with clients to build confidence, practice interviewing skills, and ensure they have the appropriate clothing and resources needed to present themselves professionally and successfully compete for employment opportunities.

As part of their participation in the Program, clients are expected to actively engage in employment-related activities, including job searches, applications, workforce development opportunities, and career planning. Case managers connect clients with local recruiters, staffing agencies, workforce development partners, and job fairs to increase access to employment opportunities. By helping individuals secure employment, increase earned income, access benefits, and strengthen financial literacy skills, The Salvation Army supports sustainable progress toward economic independence and long-term financial stability.

Deliverables / Projected Outcomes

- FY2025 (Actual)
 - 209 homeless enrolled in transitional housing program
 - 385 homeless received overnight shelter and services
 - 91 individuals achieved permanent housing
- FY2026 (projected)
 - 200 individuals enrolled in transitional housing program
 - 400 homeless receive overnight shelter and services
 - 55 individuals projected to achieve permanent housing
 - 20 individuals to gain employment (new data collected in FY26)
 - 20 individuals/households increase income by 20% (new data collected in FY26)

Program impact measures: Case management files maintained and data entered in Homelessness Management Information System (HMIS) indicating data upon entry and exit of Program.

ADDITIONAL GRANT REQUIREMENTS AND CONDITIONS:

Recipient's expenditure of City funds for the Program and the provision of services shall be subject to Chapter 118, Parts 1, 2, 4 and 5 of the *Jacksonville Ordinance Code*, and the terms and conditions of any contract entered into between the City and Recipient. Recipient shall use the City funds for the Program in accordance with the City Council approved Term Sheet and Program budget. The City's Grant Administrator may amend this Term Sheet or the approved Program budget consistent with the Program's needs, provided that any change to the Program Costs/Payment Terms of this Term Sheet will require City Council approval.