

## A. Organization & Contact Information

Completed by theshalomproject@gmail.com on 11/15/2019 2:18 PM

**Case Id:** 10727  
**Name:** The Shalom Project, Inc. - 2020/21  
**Address:** \*No Address Assigned

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### A. Organization & Contact Information

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The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

**A.1. Organization Name**

The Shalom Project, Inc.

**A.2. Project/Program**

Program Support

**A.3. FY 2020-21 Funding Request Amount**

\$50,000.00

**A.4. Agency's Total Operating Budget**

\$241,600.00

**A.5. Mailing Address**

639 S. Green Street Winston-Salem, NC 27101

**A.6. Project/Program Location Address**

639 S. Green Street 433 W. Fourth Street Winston-Salem, NC 27101

**A.7. Organization Website**

theshalomprojectnc.org

**A.8. Year 501(c)(3) status obtained**

2006

**A.9. Organization Fiscal Year**

Jan--December 2019

**A.10. Federal Tax ID Number**

20-2136431

**A.11. Federal DUNS Number**

830261934

**EXECUTIVE DIRECTOR/MANAGER**

**A.12. Name, Title**

Eileen Ayuso, Executive Director

**A.13. Email**

theshalomproject@gmail.com

**A.14. Phone**

(336) 721-0606

**CONTACT**

**A.15. Name, Title**

Eileen Ayuso, Executive Director

**A.16. Email**

theshalomproject@gmail.com

**A.17. Phone**

(336) 721-0606

**BOARD CHAIR**

**A.18. Name**

Fleming El-Amin

**A.19. Term Expiration**

12/31/2020

**A.20. Email**

fleming07.fea@gmail.com

**A.21. Phone**

(336) 575-0895



## B. Project Overview

Completed by theshalomproject@gmail.com on 11/20/2019 11:56 PM

**Case Id:** 10727

**Name:** The Shalom Project, Inc. - 2020/21

**Address:** \*No Address Assigned

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### B. Project Overview

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Please provide the following information

#### **APPROACH (7 POINTS)**

##### **B.1. Provide a concise description of the proposed project/program, indicating specifically how City funds will be used. Briefly, what are the goals/objectives of the project/program?**

The Shalom Project is requesting funds to support the demand for and, in response, ongoing growth and expansion of its programs. The Shalom Project upholds the supporting body of evidence that suggests that access to support at critical moments can determine whether a household is able to move out of poverty or absorb a shock without being pushed further into crisis. It is for this reason that The Shalom Project offers programs - Food Pantry, Clothes Closet, free weekly meal at our Welcome Table and a free Medical Clinic - that not only provide support services for individuals and families but also our Flourish Program that helps low-income families rise above poverty and the Peters Creek Community Initiative that works to improve the residential and commercial environment where low-income individuals and families reside and pursues opportunities to provide affordable housing for these residents.

The Shalom Project is requesting funds to support the ongoing growth and expansion of programs such as its Medical Clinic as it continues to provide free, high quality, easily accessible medical care for those in our community who cannot access health care via health insurance - i.e., seniors who cannot afford Medicare Part A, the homeless, chronically poor, working poor, situationally poor and others who find themselves in crisis. Many of our patients suffer from hypertension and Type II Diabetes with both requiring medications to control their respective diseases. Our free onsite Pharmacy has always struggled to meet the need presented and is now feeling the additional strain of an increased patient load and demand for these often very expensive medications. The solution is often to supply a patient with only enough medication, primarily insulin, for a week, which in turn results in an increase in the number of times a patient presents for care. The Shalom Project Clinic will use these funds for the medications necessary to control these diseases and other medications and to help cover medical supplies and administrative costs needed to meet the demand for our services.

Our goal is not only to provide our patients with quality medical care and an adequate supply of medications but also to help drastically decrease the number of times these same patients would otherwise present at local emergency rooms if they did not have The Shalom Project Clinic as an alternative.

Funds requested will also support our other basic needs programs--Food Pantry, Clothes Closet, Welcome Table Meal and Thanksgiving Box and Holiday Party Initiative--and will be used to buy necessary supplies, including supplemental food for our Food Pantry and Welcome Table from The Second Harvest Food Bank and local grocers; and socks, underwear, feminine products and toiletries for the Clothing Closet. Additionally, The Shalom Project will be looking for and evaluating new space to accommodate all of our programs and staff in one location. Funds will be used to evaluate the feasibility of this expansion.

##### **B.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome from participation?**

Any individual from Winston-Salem, Forsyth County and surrounding counties can access The Shalom Project's distribution of resources and services during scheduled program hours. Our Flourish Program is by application, with an open application period in the spring and summer of each year. The exception to this is that individuals, who are referred to Shalom for food, clothing or diapers by another agency that has knowledge of the person's need, can come for these resources off program hours as Shalom staff is able to accommodate. We receive a number of these requests from World Relief, Novant Health and Imprints Cares. The only other limitation to access of The Shalom Project's programs/resources is that individuals who visit our Food Pantry are only eligible to receive these resources every 28 days. Again, this rule is flexible for those experiencing an unexpected crisis or referred from another agency.

Our program hours are as follows: Flourish Program, Mondays from 5:30 to 8 pm; Food Pantry and Clothing Closet, Tuesdays from 9 to 11:30 am; Medical Clinic, Wednesdays from 5 to 7 pm; and Welcome Table meal, Wednesdays from 5:45 to 7 pm.

All services offered by The Shalom Project have no cost. There are also no financial screenings to receive these services with the following exceptions: 1) Those who receive TEFAP (The Emergency Food Assistance Program) food from our Food Pantry must meet the income guidelines set forth by the Federal Government who distributes this food through The Second Harvest Food Bank. Income verification is based on the verbal information of the client only. All other food, clothing, diapers, meals and other resources is distributed without stipulations. 2) Those we connect to medical services beyond our Clinic through a third party, such as NC Healthcare Access or free prescription drug programs through pharmaceutical companies, may need to provide documentation verifying their income by the providers of these programs.

The Shalom Project services benefit our clients and patients by providing supplemental food and medical care to fill the gap where other benefits and income do not attend to the need of the whole person and their families. In addition to other services, our Flourish Program participants and their children also receive a free weekly meal during program hours; and our Medical Clinic patients and their accompanying family are served a free bagged dinner as our program hours are over the dinner hour and many of them come directly from work unable to eat before coming to the Clinic.

Our programs are operated in two locations that are accessible by car and public transportation and in walking distance to downtown Winston-Salem. Both locations are on main WSTA bus routes.

**B.3. How many participants on average will be served at any one time? What is the maximum number that can be served at any one time? What is the unduplicated total number of participants to be served during the program year?**

The Shalom Project's Flourish Program registers up to eight female heads of household to participate in a two-year (nine months a year) intensive program each year. The program also recruits up to four middle to upper class individuals to walk alongside these women to form a positive network for them as they lead their way out of poverty. The program can also accommodate up to 16 Bridgers--women who have been through at least one year of the program--who "bridge the gap" between participants and our Companions. Thus, total annual participation is 56, not including participant's children which varies yearly.

The Shalom Project Food Pantry and Clothing Closet serves as many people who present for these services during program hours. Recently, we have served upwards of 140 families a week with an average of 100 families per week. Between November 1, 2018 and November 1, 2019, The Shalom Project served 12794 individuals, of which 1719 represented unique or unduplicated households and 4817 unduplicated individuals.

The Shalom Project Welcome Table serves meals to and sends a second hot meal home for 75 individuals weekly, The unduplicated number of those served through this program equals 200 annually.

The Shalom Project Medical Clinic sees an average of 40 patients for medical services and distributes 75 bagged meals to patients and families weekly. The number of unduplicated patients served annually (from July 1, 2018 to July 1, 2019) was 1275.

#### **NEED (7 POINTS)**

##### **B.4. Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.**

The Shalom Project's programs aim to care for low-income residents who live in and around Winston-Salem/Forsyth County who are homeless, dealing with chronic or situational poverty, malnourished, have limited access to healthy food, refugees and new immigrants, and/or are uninsured or underinsured. Our Medical Clinic patient population consists primarily of the most vulnerable with an average of 30% Hispanic/Latino, 40% African American and 55% women served. Our Flourish Program currently has six impoverished women enrolled, four who are African American, one white and one Latina. Our Peter's Creek Community Initiative's Budget Inn Project is aiming to address the affordable housing crisis in Winston Salem--currently 16,000 units short of needed affordable housing units--by constructing 72 affordable housing units for individuals/families struggling to secure an affordable place to live close to where they work. Our Food Pantry, Clothes Closet and Welcome Table serves anyone who is dealing with food insecurity in our community of all ages and ethnicities.

##### **B.5. Describe the unmet need that the proposed project/program seeks to address. Why does the population described above need the proposed assistance? Include data supporting the need.**

The North Carolina Justice Center reports that in 2016, more than 1.5 million residents faced serious barriers in their ability to pay for necessities. Although the state's poverty rate has fallen in recent years, it remains 1.1 percentage points higher than before the beginning of our most recent recession.\* In 2015, the poverty rate in Winston-Salem was about 23%, a significantly higher poverty rate than the United States or North Carolina. Poverty in Winston-Salem disproportionately affects women, children and people of color, with an estimated 25% of women and one out of every three children living in poverty, making Winston-Salem the 20th in the nation for highest child poverty rates. African-American residents in Winston-Salem are almost three times as likely and Hispanic and Latino residents four times as likely to be in poverty as their white, non-Hispanic neighbors.\*\*

The Shalom Project seeks to address poverty by developing and maintaining programs that assist individuals living in poverty in and around Forsyth County with a spirit of inclusion, compassion and justice. We understand responsibility for both poverty and prosperity rests not only with individuals, but also with institutions and communities. We recognize that poverty encompasses more than economics. Therefore, addressing and rectifying poverty requires holistic strategies which place the well-being of the individual at the center of initiatives.

While filling the gaps by providing for the basic needs of those struggling with poverty, The Shalom Project has determined to look at the root causes of poverty in our community, developing two programs to address some of these systemic issues.

According to a 2015 Harvard study, children born to impoverished parents in Forsyth County (whose income falls within the 25th percentile of the national mean) have the worst rates of upward mobility of any non-Indian reservation county in the United States (Out of the 2,875 assessed). This means that children born into poverty in Forsyth have the most difficult time escaping their poverty as compared to any other county in America.\*\* This also means that today there are many adults and families in our community struggling with economic mobility and is the

reason why The Shalom Project has developed its Flourish program to address this appalling statistic.

There is an affordable housing shortage for those earning 30 percent or less of the Area Median Income in Winston-Salem,\*\*\*\* and that is why The Shalom Project is working through its PCCI arm to develop 72 affordable housing units.

\*"2017 Poverty Report: How North Carolina Should Be Taking Advantage of the Recovery", by Robert Kennedy. Published by North Carolina Justice Center. Accessed online 11.19 at <https://www.ncjustice.org/publications/2017-poverty-report-how-north-carolina-should-be-taking-advantage-of-the-recovery/>

\*\*Winston-Salem Poverty Thought Force Final Report, February 13, 2017 by Winston-Salem Poverty Thought Force. Accessed online on 11.19 at <https://www.povertythoughtforce.com>.

\*\*\*Raj Chetty and Nathaniel Hendren. "Data from Chetty and Hendren (2015): Causal Effects, Mobility Estimates and Covariates by County, CZ and Birth Cohort." Equality of Opportunity, Harvard University. 2015, <http://www.equality-of-opportunity.org/index.php/data>.

\*\*\*\*[www.cityofws.org/DocumentCenter/View/445/Winston-Salem-and-Forsyth-County-Housing-Study-and-Needs-Assessment-PDF](http://www.cityofws.org/DocumentCenter/View/445/Winston-Salem-and-Forsyth-County-Housing-Study-and-Needs-Assessment-PDF)

## **COLLABORATION (6 POINTS)**

**B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?**

As a long-standing non-profit in the Winston-Salem community, The Shalom Project has depended on and maintained many collaborative relationships. The following are collaborations that it benefits from and/or depends on.

- Medical professionals-doctors, physician assistants, nurse practitioners, nurses, lab technicians, health educators-employed by Novant Health and Wake Forest Baptist Health, who volunteer their services free of charge.
- WFU School of Medicine students, who provide the Clinic with interpretation skills, vital sign intake and physician assistance.
- Wake Forest Baptist Health Pharmacy Residency Programs by providing residents to staff our pharmacy
- Forsyth Tech and WSSU nursing students, who provide registration and interpretation services, vital sign intake and nursing assistance.
- Crisis Control Ministries, who receive and fill patients' prescriptions from The Shalom Project Medical Clinic free of charge and without an intake interview on their first visit.
- City with Dwellings, who refer their homeless clients to the Clinic for medical services and to the Food Pantry, Clothing Closet and Welcome Table for food and supplies
- Second Harvest Food Bank of NWNC, who contract with The Shalom Project to shop weekly at their warehouse and to pick up overstock from two Aldi's grocery stores biweekly to help supply food for our feeding programs, including bagged meals for our Medical Clinic clients.
- LensCrafters who, upon referral, provide two eye exams and fulfillment of two glasses prescriptions a month for patients of the Shalom Project Clinic
- Eli Lilly and Company and Sanofi Pharmaceutical Company representatives, who help our volunteer physicians direct samples to The Shalom Project Clinic Pharmacy.
- Anda, Inc., who contract with the Clinic Pharmacy to purchase medications at a reduced cost.
- LabCorp, Inc., who contract with the Clinic to analyze labs for free up to a \$3,000/month limit and offer reduced rates for all labs over \$3,000.
- X-1 Communications, who provide internet services to the Clinic at a reduced cost.
- Novant Health Social Responsibility, who contract with Shalom to refer patients for indigent care, food and clothing .
- HealthCare Access of Winston-Salem, who receive Shalom Clinic patient referrals for specialty services and arrange

these services.

- North Carolina and National Association of Free and Charitable Clinics that require Outcome Reports as a stipulation of membership and, in turn, provide connection to discounted and pro bono medical products and services, advocacy, small grant distributions and technical and professional Clinic advice.
- AthenaGives arm of AthenaHealth, who provide a free electronic medical record system to the Shalom Clinic as long as the Clinic does not charge our patients for their care.
- HandsOn NWNC and Love Out Loud, who provide an online volunteer platform to help The Shalom Project recruit program volunteers.
- . Local faith communities, who provide financial support and physical space to house The Shalom Project programs and offices.
- . Diaper Bank of North Carolina, who provide diapers, wipes and ointments to The Shalom Project Clothing Closet Program.

## C. Strategy and Performance

Case Id: 10727

Name: The Shalom Project, Inc. - 2020/21

Address: \*No Address Assigned

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### C. Strategy and Performance

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Please provide the following information

#### STRATEGY (5 POINTS)

C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council. Indicate which of the City's strategic focus areas your program aligns with best (select one):

Economic Vitality and Diversity

C.2. Select the service area(s) that your project/program relates to:

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

#### PERFORMANCE (15 POINTS)

C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if original goals provided in C.5. are not achieved.

The Shalom Project Board of Directors together with the Executive Director gather annually to strategically plan and set the direction for all Shalom Project programs. The Board meets ten months a year ensure that we have the funding necessary to run our programs, but more importantly, to ensure that all programs are in alignment with the mission set for the organization and that they are filling the needs of the clients we seek to serve within the organization's capacity. Under this model, over the life of the organization programs have been started, others ended and still others suspended, reworked and relaunched to match the current needs of the most vulnerable in our community.

The Shalom Project has a contract with The Second Harvest Food Bank of NWNC, which includes a shared database that collects information on all clients served and helps us to monitor, report and evaluate our Food Pantry and Welcome Table programs.

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The Shalom Project is a member of both the National Association of Free and Charitable and North Carolina Association of Free and Charitable Clinics. As a member of these organizations, The Shalom Project is required to participate in Quarterly and Annual Outcomes Surveys. These surveys give us a tool by which we can evaluate diversity of patient population and patient improvements based on the care we supply within the given time frame. These tools particularly measure outcomes for patients with hypertension and diabetes, diseases that are prevalent in the patient population we serve and in impoverished populations as a whole. The other outcomes measured are smoking cessation and body mass index, major contributing factors to the aforementioned diseases. With these results, The Shalom Project Clinic staff and volunteer professionals can make educated decision on how to better serve our patients, particularly those struggling with these diseases. For example, with the data collected from previous surveys and after consultation with our volunteer medical professionals, the Clinic staff arranged with the Wake Forest University School of Medicine to offer smoking cessation counseling and follow up.

**C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.**

The Shalom Project keeps track of participation in all its programs and reports these monthly in its newsletter which is distributed electronically and is available on its website. These numbers and corresponding reports are found through The Second Harvest Food Bank of NWC's database; Athena Health's electronic medical records system, volunteer counters at our Welcome Table meal and attendance sheets at our Flourish Program. The Shalom Project is also a member of the National and North Carolina Associations of Free and Charitable Clinics that require annual data as a stipulation of their membership. As a recipient of a grant from the North Carolina Department of Health, The Shalom Project is required to provide monthly, quarterly and annual reports. Other grantors have annual outcome reporting requirements.

**C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.**

*- Include at least three goals and performance measures.*

*- One of the performance measures must include the unduplicated number of participants served.*

Stated Program Goals	Program Activities in Support of Goals	FY 18-19 Previous Year Results	FY 19-20 Current Year Projected Results	FY 20-21 Next Year Anticipated Results
Provide The Shalom Project Medical Clinic patients with quality medical care and an adequate supply of medications	Further develop partnerships with WFBH, Novant and WFU School of Medicine to support the patients of The Shalom Project Medical Clinic	Established smoking cessation counseling and more consistent health education availability for our patients to help patients better manage the predominant presenting diseases of hypertension and diabetes	Saw health gains for 14% of our patients with diabetes. Saw health gains for 37% of our patients with hypertension.	Measurable health gains for diabetic and hypertensive patients. Lower the A1c's of 25% of our patients with diabetes. See lower blood pressures in 45% of our patients with hypertension.
Evaluate current and future space	Engage volunteer and contracted	Applied for a Leadership of	Establish space requirement needs	Secure space and funding to up-fit

requirement needs of The Shalom Project programs to allow for expansion and better quality care.	consultant to evaluate Shalom Project program and administrative space needs. Work with City, County and local realtors to find an accessible, cost effective and efficient space to house the offices and programs of The Shalom Project	Winston Salem Group to evaluate space requirements; however, project was not selected. Worked with local realtor to begin to evaluate spaces close to bus routes with evening operating hours.	of Shalom Project programs and offices. Share specification requirements with City and County and local realtors.	Shalom Project programs and offices.
Evaluation and expansion of The Shalom Project's Flourish Program	Work with the Wake Forest University Department of Well Being to establish an evaluation for the Flourish Program. Evaluate current year's program, utilizing data to make appropriate adjustments and evaluate validity of program for other populations experiencing poverty Increase recruitment numbers and community supporters for Flourish program.	Established a relationship with the WFU Department of Well Being and secured their commitment to help The Shalom Project come up with an appropriate evaluation tool for the Flourish Program.	Administer and conduct evaluation of 2019-2020 Flourish Program. Evaluate outcomes and make suggested program adjustments.	Increase number of program participants from six to eight and number of middle and upper class Companions from 24 to 32. Evaluate feasibility and design curriculum to benefit other populations experiencing poverty.

**C.6. FY 18-19 Program Accomplishments**

The Shalom Project has been able to serve 1252 unduplicated patients in our Medical Clinic. For these patients, the Clinic provided approximately \$950 in services per patient visit at a cost of \$165 per patient. We have also reduced the blood sugar levels of 14% of patients, controlled blood pressures of 37% of patients, discussed weight management with 30% of patients and effected the smoking habits of 66% of patients. With regular and consistent care and connection to other services, we anticipate even further improvements in our patients’ overall health and wellness. The Shalom Project served 1719 unique households and 4817 unique individuals (regardless of how many times they came) between November 1, 2018 and November 1, 2019 at our Food Pantry and Clothing Programs. Our Welcome Table has served 6,900 hot meals in 2018 and distributed 120 Thanksgiving boxes; and is working with six women and their families on their goals to step up out of poverty. Of all of this, our greatest accomplishment is to serve with the dignity and respect that all people deserve.

In a recent collaboration with a Wake Forest University Health Communications class, students were charged with surveying The Shalom Project Clinic's patient population to discover why they came to the Clinic. The students quoted patients as stating that The Shalom Project Clinic accepts everyone, especially those that are unable to afford health care. In concluding one student wrote, "Even though they know that there are other clinics available, these people choose to come to this particular clinic. The Shalom Project continues to be helpful to the individuals who need care. All patients said that the people at the Clinic are kind, they treat everyone with respect and they even call you by your name. To emphasize the level of care they receive in the clinic, a patient said, 'This is a good clinic, they will stay until the last person leaves, there is no quitting time, they will stay for the last person.' The Shalom Project goes above and beyond to care for its patients."

### **C.7. FY 20-21 Key Objectives**

The Shalom Project's key objective is to alleviate the stresses of poverty for our clients and patients by providing the basic needs that help to fill the gap that keep these individuals in experiencing wholeness and being productive. At our Clinic we not only provide our patients with quality medical care and an adequate supply of medications but also help drastically decrease the number of times these same patients would otherwise present at local emergency rooms if they did not have The Shalom Project Clinic as an alternative for their care. Providing nutritious meals and groceries as well as clothing and diapers also help families free other strained resources for rent, utilities, childcare and transportation and help to relieve the stress of food insecurity. Our Flourish Program helps not only to walk alongside female heads of households as they establish their goals for stepping up out of poverty but also helps them deal with the impending Benefit Cliff they will likely experience as they make their way out of poverty.

The ultimate objective goal of The Shalom Project is to see itself put out of business because they have successfully worked with the Winston Community to eradicate poverty. In the meantime, the organization will work to fill the gaps necessary to alleviate poverty and to work towards solutions to reduce poverty for as many individuals and families as possible.

## D. Organizational Capacity

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Case Id: 10727

Name: The Shalom Project, Inc. - 2020/21

Address: \*No Address Assigned

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### D. Organizational Capacity

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Please provide the following information

#### MISSION (5 POINTS)

**D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?**

The Shalom Project's mission is to develop programs that challenge the cycle of poverty in our community with a spirit of inclusion, compassion and justice. Living out this mission within its current capacity, The Shalom Project offers programs that not only provide support services for individuals and families experiencing poverty in our community but also a program that helps low-income families rise above poverty and one that works to improve the residential and commercial environment where low-income individuals and families reside. Our direct service programs include a Food Pantry and Clothes Closet; a free Medical Clinic, including labs, health education, smoking cessation counseling and a physician-dispensed Pharmacy as well as a bagged dinner for all patients and their accompanying family members and friends; and a Welcome Table community meal. The Shalom Project's Peter's Creek Initiative is an asset-based community development program that focuses on positively effecting economic and residential development along Peters Creek Parkway between the BB&T ball field and Silas Creek Parkway. Its current work involves developing a property at the corner of Peters Creek and Academy Street with the goal of constructing 72 affordable (workforce) housing units with the hopes of locating many low-income individuals close to their places of employment. Our Flourish Program is a newly re-designed high impact, long-term initiative that works with low-income female heads of household with the goal of permanently transitioning them out of poverty. We focus on this population for although there are a number of single-male heads of households living in poverty in Winston-Salem, the number of female heads of households living in poverty is five times the number of their male counterparts. This program closely collaborates with community partners to provide holistic support and resources for these women. Besides programming, Flourish provides healthy meals for participants and their families; tutoring and childcare for participant's children.

#### FUNCTION (5 POINTS)

**D.2. How long has your organization been in operation?**

The Shalom Project, Inc. became a 501(c) 3 in 2006. It's basic needs programs preceded this incorporation by upwards of six years.

**D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?**

The Shalom Project conducts all of its operations and provides all services within Winston-Salem city limits. The majority of all those served by The Shalom Project reside in and around Winston-Salem. We benefit the citizens of Winston-Salem who are experiencing either chronic or situational poverty by "filling the gaps" -- by providing goods and services that are not otherwise provided by social service programs/agencies or attainable with the money received through employment. The Shalom Project also benefits the citizens of Winston-Salem by offering them an outlet for them to fulfill their call to charity or volunteerism as well as an opportunity for their philanthropy. The Shalom Project provides Winston-Salem: middle school and high school students the opportunity to fulfill service

hours; medical and nursing students the opportunity to perform studies and to receive hands on community-based health care learning; interpreters practice hours; corporations the ability to fulfill their philanthropy requirements; Career Center students practice with preparing healthy meals; and citizens the opportunity to form intentional relationships across race, class, culture, and religious beliefs .The Shalom Project believes that all of these serve the City of Winston-Salem because they positively effect the lives of its citizens.

**STRUCTURE (5 POINTS)**

**D.4. In the chart below, list key personnel involved in the proposed project/program.**

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Executive Director	Organization and program oversight; fundraising; develop and maintain community collaborations; raise community awareness of both the needs of the populations served and of the work of the organization; strategic planning; program evaluation; report to funders, government agencies and organizational partners as needed; hands on program delivery; supervision of staff, contract employees, interns and Americorp VISTA; research and assess community needs	40	7.00 %
Program Director	Oversight and Coordination of Food Pantry, Clothes Closet and Medical Clinic Programs; assess program needs; procure supplies necessary to effectively run programs; volunteer training, assignment and supervision; hands on program delivery	40	7.00 %
Flourish Program Director	Recruit, interview and select program participants; Interview, select and train Companion volunteers; design programming; contract with community partners to deliver programs; lead programming; supervise childcare workers; work with contract cook on meal delivery; collaborate with community partners to benefit participants and ensure positive program results	20	7.00 %
Dir. of Donor Relations and Events	Organization administration; donor relations; fundraising event coordination; procurement of supplies; staff support; office communication; web management	20	7.00 %
Americorp VISTA	Volunteer coordination, including posting volunteer needs on volunteer platforms; volunteer communications; volunteer training and assignment under the direction of Program Director; medical testing coordination; coordination of Thanksgiving Box Program and Holiday Party of program participants; overseeing volunteer groups; social media presence	40	0.00 %
Contract Cook	Procure food and supplies, prepare meals and serve to participants of Welcome Table and Flourish Programs; procure food and supplies and coordinate the assembly and delivery of bagged dinners for Medical Clinic patients and families	20	0.00 %

Contract Patient Assistance Coordinator	Connect patients with ongoing medication needs to pharmaceutical programs that provide free medication for indigent patients	3	0.00 %
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**D.5. List all executive staff and their compensation (other than per diem).**

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Eileen Ayuso	Executive Director	\$62,000.00	7.00 %

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

Organization Chart 11.19.pptx

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

**Describe the hiring process and how it is structured to provide the most diverse candidate pool.**

The Shalom Project (TSP) maintains the following recruitment and selection for vacant positions.

**Recruitment:** When position vacancies occur, the Executive Director in consultation with the Personnel Committee will determine the number and type of positions which are to be filled. The Executive Director in consultation with the Personnel Committee shall publicize these opportunities for employment, including applicable salary information and employment qualifications.

**Information regarding job openings and hiring practices** shall be provided to recruitment sources, including organizations and news media available to minority applicants. In addition, notice of vacancies shall be posted at designated conspicuous sites within TSP. Individuals shall be recruited from a geographic area, as wide as necessary to ensure that well-qualified applicants are obtained for TSP’s service. At Executive Director’s discretion and in consultation with the Personnel Committee, a current TSP Employee may be appointed to fill a vacant position without following the recruitment and selection process as outlined above.

**Job Advertisements:** Employment advertisements shall contain assurances of equal employment opportunity and shall comply with Federal and state statutes.

**Application for Employment:** All persons expressing interest in employment with TSP shall be given the opportunity to submit a cover letter, resume, and list of references as application for employment for positions which are vacant.

**Application Reserve File:** Cover letters, resumes, and lists of references shall be kept in an inactive reserve file for a period of two years, in accordance with federal and state regulations and guidelines.

**Selection:** The Executive Director in consultation with the Personnel Committee shall make such inquiries and assessments as necessary to assess accurately the knowledge, skills, and experience qualifications required for the position.

Appointment: Before any commitment is made to an applicant either internal or external, the Executive Director in consultation with the Personnel Committee will determine the position to be filled; the job class and salary range to be assigned, and the reasons for selecting the candidate over other candidates. The Executive Director in consultation with the Personnel Committee shall approve appointments and the compensation for all applicants and shall conduct necessary references, security checks, conflicts of interest, and other requirements.

Please enter the total number of **Full-Time Positions and Employees** you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers				1		
Professionals			1	1		
Technicians						
Office/Clerical						
Laborers/Service Workers						

Please enter the total number of **Temporary/Part-Time Positions (FTE) and Employees** you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals				2		
Technicians						
Office/Clerical						
Laborers/Service Workers				3		

**D.8.**



Attach a list of all Board Members AND compensation (other than per diem) **\*Required**

2019 Board of Directors.docx

**D.9. Number of full Board meetings held during the last twelve months**

10

**D.10. Number of Board's Executive Committee meetings held during the last twelve months**

4

**ABILITY (5 POINTS)**

**D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."**

The Shalom Project programs are all running and fully functional with ongoing expansion and adjustments, including: recruitment of additional volunteers; researching and applying for grants with goals in alignment with these programs; soliciting more and particularly recurring donors; researching feasibility of larger and contiguous space; and growing social media presence.

**D.12. How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?**

The Shalom Project practices extravagant hospitality by welcoming all people to participate in its programs, regardless of race, ethnicity, religious affiliation, gender (with exception of Flourish, which is currently only serving female heads of households), sexual orientation, age or ability. All Shalom Project programs are offered at no cost to clients or patients with no financial screening required. A listing of our programs and hours are available on our website, on brochures distributed throughout the community, on our Facebook page, through the United Way's 211 Helpline, at all our programs (so clients are fully aware of all of our services), and through collaborative partners and supporters, social service agencies, hospital personnel and other service providers. Both Shalom Project locations are accessible by bus and car with ample parking provided.

## E. Cost Effectiveness

Case Id: 10727

Name: The Shalom Project, Inc. - 2020/21

Address: \*No Address Assigned

Completed by theshalomproject@gmail.com on 11/22/2019 4:56 PM

### E. Cost Effectiveness

Please provide the following information

#### BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$82,500.00	\$132,500.00	\$150,000.00
Fundraising	\$7,600.00	\$12,600.00	\$15,000.00
Management and General	\$20,500.00	\$66,000.00	\$240,000.00
	<b>\$110,600.00</b>	<b>\$211,100.00</b>	<b>\$405,000.00</b>

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$108,000.00	\$137,500.00	\$159,000.00
Employee Benefits	\$10,000.00	\$17,000.00	\$20,000.00
Facility Rent and Utilities	\$3,000.00	\$3,000.00	\$21,000.00
Training and Conference Registration	\$0.00	\$3,000.00	\$3,500.00
Membership and Dues	\$1,000.00	\$1,000.00	\$1,500.00
Travel and Transportation	\$400.00	\$500.00	\$1,000.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$2,000.00	\$2,000.00	\$2,500.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$23,600.00	\$0.00	\$33,000.00
Other Operating Expenditures	\$0.00	\$0.00	\$0.00
Capital Outlay	\$3,500.00	\$1,500.00	\$10,000.00
	<b>\$151,500.00</b>	<b>\$165,500.00</b>	<b>\$251,500.00</b>

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$0.00	\$0.00	\$50,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$30,000.00	\$140,000.00	\$150,000.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00
Memberships	\$0.00	\$0.00	\$0.00

Donations	\$104,600.00	\$112,000.00	\$150,000.00
Foundation Grants	\$35,000.00	\$29,000.00	\$40,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$72,000.00	\$95,000.00	\$100,000.00
	<b>\$241,600.00</b>	<b>\$376,000.00</b>	<b>\$490,000.00</b>

Describe any amounts listed under "Other Operating Expenditures" or "Other Revenues." Provide details on any specific federal government revenue sources.

Other revenues include fundraising events and designated funds. Other expenses include

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2019		\$0.00

E.3. Please complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
	\$50,000.00	\$100,000.00	
	\$0.00	\$0.00	
	<b>\$50,000.00</b>	<b>\$100,000.00</b>	

E.4. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

no

#### SUSTAINABILITY (7 POINTS)

E.5. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

Sustain

#### BARRIERS (3 POINTS)

E.6. Describe any potential barriers to the project implementation and how you plan to overcome them.

Inadequate funding and staffing to accommodate the growing need for The Shalom Project's services. This can be counteracted with increased fundraising, grant writing and raising of public awareness to the needs of The Shalom Project's work for the impoverished in and around the Winston-Salem community.

Loss of pro bono space that currently houses The Shalom Project staff and programs without the fulfillment of a plan to find a new home for Shalom.

#### AVERAGE COST (5 POINTS)

E.7. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

--	--

Proposed funds from the City for this project:	\$50,000
Number proposed to be served for the year:	6300
Average City funds per beneficiary:	\$7.94
Proposed funds from all sources:	\$376,000
Number proposed to be served for the year:	6300
Average total funds per beneficiary:	\$60

## F. Required Documents

Case Id: 10727

Name: The Shalom Project, Inc. - 2020/21

Address: \*No Address Assigned

Completed by theshalomproject@gmail.com on 11/22/2019 4:54 PM

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## F. Required Documents

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Please provide the following information

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### Documentation

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**Code of Conduct/Conflict of Interest Policy \*Required**

Conflict of Interest Policy.pdf

Basic Conflict of Interest Disclosure Form.docx

**Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. \*Required**

2018 990-compressed.pdf

**Organization By-Laws \*Required**

Amended and Restated Bylaws.pdf

**Articles of Incorporation \*Required**

Articles of Incorporation.pdf

**Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) \*Required**

Financial Policies and Procedures 9.16.16.pdf

Personnel Policy 2014.pdf

Whistleblower Provision and Policy.doc

Anti-Harassment Policy.doc

**IRS 501(c)3 Designation Letter \*Required**

IRS Determination Letter.pdf

**Audited financial statements or a third-party review** \*Required

Memo re financial review 11.19.pdf

**North Carolina Secretary of State - Current and Active Status (<https://www.sosnc.gov/search/index/corp>)**

**\*Required**

Solicitation Licence Exp May 2020.pdf

**Other**

FY 21 Shalom Eligibility Review.docx

## G. Community Development Only

Completed by theshalomproject@gmail.com on 11/22/2019 4:56 PM

Case Id: 10727

Name: The Shalom Project, Inc. - 2020/21

Address: \*No Address Assigned

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### G. Community Development Only

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\*\* Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).\*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

**1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.**

Ranges of Income	# to be served
0 to 30% of median	0
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

**2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants**

**3. Explain how services will assist participants in reaching objectives of the proposed project/program. Describe the policies or procedures for follow-up after participants leave the proposed project/program.**

## H. Construction/Rehab Only

Completed by theshalomproject@gmail.com on 11/22/2019 4:56 PM

Case Id: 10727

Name: The Shalom Project, Inc. - 2020/21

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.\*\*  
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.
2. Provide a projected timeline for the proposed work.
3. Describe how the project will be managed, including the contractor procurement process.
4. Describe the target market, including any special populations to be served.
5. Describe the services or program you plan to provide.
6. Describe the property management plan.
7. List the development team members.
8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.
9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govmt Funding
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### Documentation

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Market study or other analysis to verify the need for the project.

\*\*No files uploaded

Printed By: Hope Ann Walsch on 1/27/2020

**Development costs that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet.**

*\*\*No files uploaded*

**Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format.**

*\*\*No files uploaded*

**Operating Budget**

*\*\*No files uploaded*

**Form 990**

*\*\*No files uploaded*

# I. Emergency Shelter Only

Case Id: 10727

Name: The Shalom Project, Inc. - 2020/21

Address: \*No Address Assigned

Completed by theshalomproject@gmail.com on 11/22/2019 4:56 PM

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## I. Emergency Shelter Only

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\*\* Complete this section only if you are requesting funds for an Emergency Shelter project. \*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

### Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	<b>\$0.00</b>

### Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	<b>\$0.00</b>

## J. Rapid Rehousing and HMIS Only

Completed by theshalomproject@gmail.com on 11/22/2019 4:57 PM

Case Id: 10727

Name: The Shalom Project, Inc. - 2020/21

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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\*\* Complete this section only if you are requesting funds for a Rapid Rehousing project.\*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

#### Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

#### Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

#### HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	<b>\$0.00</b>	<b>\$0.00</b>

## Submit

Completed by theshalomproject@gmail.com on 11/22/2019 4:57 PM

**Case Id:** 10727

**Name:** The Shalom Project, Inc. - 2020/21

**Address:** \*No Address Assigned

---

## Submit

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I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

*\*\*Not signed*