

## A. Organization & Contact Information

Completed by theshalomproject@gmail.com on 11/17/2020 9:59 PM

**Case Id:** 11061  
**Name:** The Shalom Project, Inc. - 2021/22  
**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

General support for Basic Needs Programs

#### A.3. FY 2021-22 Funding Request Amount

\$50,000.00

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

\$420,120.00

#### A.5. Mailing Address

639 S. Green Street Winston Salem, NC 27101

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

639 S. Green Street Winston Salem, NC 27101

#### A.7. Organization Website

The Shalom Project, Inc.

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

2006

#### A.9. Organization Fiscal Year

Jan-Dec

#### A.10. Federal Tax ID Number

#### A.11. Federal DUNS Number

#### 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

Cassandra El Amin

##### A.19. Term Expiration

12/31/2021

##### A.20. Email

cassandra.elamin@gmail.com

##### A.21. Phone

(336) 575-0895

## B. Project Overview

Completed by theshalomproject@gmail.com on 11/19/2020 8:43 PM

Case Id: 11061

Name: The Shalom Project, Inc. - 2021/22

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, Inc. is an umbrella nonprofit that currently hosts three programs to support the basic needs of those in need of resources such as food, clothing, and medical care. The organization operates a weekly Food Pantry and Clothing Closet that provides groceries, dry goods and fresh produce and a Clothing Closet that offers individuals and families seasonal clothing, shoes, underwear and socks and diapers as needed. All three of these programs have been fully operational throughout the COVID 19 pandemic. The Shalom Project did have to suspend the operation of its weekly onsite community meal program, The Welcome Table, because COVID 19 rendered it unsafe to provide a weekly sit-down meal for 75 individuals. The goal of these programs is to provide those experiencing generational or situational poverty with resources and services that they might not otherwise be able to afford and thereby, aiding them in freeing up their limited financial resources to pay for housing, utilities and transportation.

The Shalom Project also offers two programs to effect systemic poverty in our community. The Peter's Creek Community Initiative (PCCI) arm is currently working on developing a local property to build 72 affordable (workforce) housing units to positively impact the affordable housing crisis here in Winston-Salem. PCCI has made the former Budget Inn site construction ready and are now seeking funding to pay taxes, application fees and to construct these units. The Shalom Project's Flourish Program was designed to address the astounding statistic that Forsyth County is the third worst county in the United States for poverty mobility. The Flourish Program works alongside female heads of households living in poverty, offering weekly programming, goal setting and accountability for participants and childcare, tutoring and other programming for their children. Both the weekly Flourish meetings and children's enrichment programs have continued despite the COVID 19 crisis, albeit virtual.

The Shalom Project is requesting funds to support the demand for and, in response, ongoing growth and expansion of its programs. The agency has a small staff that operate out of space owned by two separate churches to provide its multiple programs. One of these locations is provided free of charge and the second is rented at \$1,000/month. The Shalom Project, therefore, depends on its collaborative partnerships, volunteers, individual material and financial donations and grants from government agencies, corporations, foundations, and churches to provide the resources it needs to offer its programs. The Shalom Project uses donated funds and grants to pay rent, buy food, underwear and socks, toiletries, pharmaceuticals, food for Medical Clinic bags for volunteers and patients, and medical supplies, which now includes PPE for our volunteer clinicians. Other program expenses include personnel expenses, equipment, telecommunication costs, printing, subscription fees to run our electronic medical records and pharmacy system and contract fees for Flourish presenters and children's programming. The Shalom Project is also currently looking for a new home to house all its programs in one place and to keep all clients and patients safe; thus enabling the organization to better meet the needs of the community it serves. This will likely require an increase in rental payments, utility expenses and upfitting of facilities to align with our program delivery.

Printed By: Rene Williams on 12/2/2020

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**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 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, Wake Forest Baptist Medical Center, 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 am to 12 pm; 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. Below, please provide anticipated service metrics into the appropriate fields.

**Where applicable, applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings. If applicable and serving individual clients over a period of time.**

**Average Number of Participants Served at a Single Time**

115

**Maximum Number of Participants to Be Served at a Single Time**

181

## Unduplicated Total Number of Participants to Be Served During the Program Year

3,178

### 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.**

Of the 1330 patients seen in the last year, the ethnicity of the population served by The Shalom Project's Medical Clinic is as follows: 5% Asian; 31% Black/African American; and 64% White of which 43% are Hispanic/Latino/Spanish. Of these individuals 56% were female and 44% were male. The patients' ages were 1% under 20; 15% between the ages of 21 and 40; 57% who were between 41 and 60; and 27% who are 61+. Our youngest patient was 2 and our oldest was 87. The Clinic serves both the uninsured and underinsured who reside in and around Forsyth County. Many of these individuals can be considered the working poor; those who have one or more jobs that do not provide health insurance and who are making too much money to qualify for Medicaid but not enough to pay for health insurance and/or the medications necessary to care for their chronic conditions. The remainder of our patients are either transient, unemployed, recently released from incarceration, in rehabilitation programs or between jobs.

The Shalom Project's Food Pantry and Clothing Closet served 1577 households in the last year, representing 4450 individuals. Their ethnicities are as follows: 3% Asian; 55% Black/African American; 17% Hispanic/Latino/Spanish; and 25% White. Of these clients 59% were male and 41% were female or other. The patients' ages were 40% under the age of 18; 7% between the ages of 19 and 24; 13% between the ages of 25 and 35; 17% between the ages of 36 and 50; 11% between the ages of 51 and 59; and 12% who were 60+. The Food Pantry and Clothing Closet serve those who would be classified as experiencing either situational or generational poverty. Of those reporting income, 8% worked full-time; 11% worked part time; 48% had no income; 2% received a pension; 2% were on public assistance; 21% received Disability Social Security; 4% received Social Security; and 4% had other income.

The Shalom Project's Flourish Program can accommodate up to eight female heads of household as Achievers (first-year participants) and the same number as Bridgers (second-year participants) and their children as childcare is provided. Any woman experiencing either situational or generational poverty, who considers herself a female head of household may apply. Currently Flourish serves nine women and their children, 6 who are Black/African American, one who is Latinx, and 2 who are white. Their ages range from 24 to 60.

The PCCI Program is seeking to provide 72 households with affordable housing. Since Winston-Salem is approximately 16,000 units short of affordable housing, many households are paying upwards of 80 percent of their incomes on rent. As a result, these individuals are forced to seek social services to supplement other costs such as food, clothing and medical care.

#### **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 NC Justice Center reports that in 2019, 13.6 percent of North Carolinians lived in poverty—an income of just \$25,750 for a family of four, which means these residents faced serious barriers in their ability to pay for necessities. With the onset of the COVID-19 pandemic, an unprecedented economic crisis has been created with widespread job and income losses that have magnified the already extreme racial, gender, and income inequities in our economy. This means the state entered the pandemic with more than 1.4 million residents in poverty, with many more North Carolinians likely to experience poverty as a result of pandemic job losses.\* In Forsyth County, 50% of adult workers are employed in fields or occupations that are likely to experience job loss as a result of COVID-19. In addition, an estimated 42% of all residents (and 59% of children) would likely experience poverty if workers in their households were to lose

those jobs. This risk disproportionately impacts African American and Hispanic/Latino residents. \*\*

Further, even without the pandemic, Feeding America estimates that 19% of all Forsyth County residents and 27% of children are experiencing food insecurity\*\*\*; and an estimated 61% of adult Latinx males and 43% of Latina females do not have health insurance, which puts their families at significant financial risk if they contract COVID-19 or experience other injuries or illnesses and incur unexpected medical costs.

The Shalom Project seeks to address poverty by developing and maintaining programs that assist individuals living in poverty in and around Forsyth County. Currently, we are addressing basic needs by providing food, clothing, and quality health care to those experiencing poverty. At the same time, we understand responsibility for both poverty and prosperity rests not only with individuals but also with institutions and communities and recognize that poverty encompasses more than economics. Therefore, 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 Harvard study, children born to impoverished parents in Forsyth County have the worst rates of upward mobility of any non-Indian reservation county in the United States. 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.

\*<https://www.ncjustice.org/publications/2020-poverty-report-persistent-poverty-demands-a-just-recovery-for-north-carolinians/>

\*\* <https://www.forsythfutures.org/covid-19/>

\*\*\* <http://map.feedingamerica.org/county/2018/child/north-carolina/county/forsyth>

\*\*\*\* <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.
- Second Harvest Food Bank of NWNC who distribute TEFAP and SNAP food resources and reduced priced food items.

# IDIS Setup

No data saved

**Case Id:** 11061

**Name:** The Shalom Project, Inc. - 2021/22

**Address:** \*No Address Assigned

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## IDIS Setup

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Please provide the following information

**Project Name**

**National Objective**

**Activity Number ID**

**HUD Activity Code**

**Project Description**

**Accomplishment Type**

**Initial Application Date**

**Service Area**

**Ward**

**Census Tract(s)**

**Block/Group**

**MWBE**

## C. Strategy and Performance

Completed by theshalomproject@gmail.com on 11/20/2020 1:33 PM

Case Id: 11061

Name: The Shalom Project, Inc. - 2021/22

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 the stated program 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.

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.

Our Flourish Program regularly surveys participants and their upper and middle companions on program effectiveness and input on what is most needed by participants and what changes/adjustments need to be made to programming.

**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. The Link2Feed application shared by the Second Harvest Food Bank of NWNC gives participation and demographic and economic data on clients served through The Shalom Project’s Food Pantry and Clothing Closet Programs as needed. The Athenanet electronic medical records system used in The Shalom Project’s Medical Clinic has a reporting feature that supplies demographic data, patient visits and disease monitoring, again as needed. In addition, our collaboration with LabCorp allows clinicians to run bloodwork to determine progress or regression in people with diabetes and hypertension. Volunteer counters report on participation in the Welcome Table program. Attendance is taken and recorded weekly int 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.**

**Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.**

Stated Program Goals	Program Activities in Support of Goals	FY 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
Provide The Shalom Project Medical Clinic patients with quality medical care and an	Further develop partnerships with pharmaceutical companies, health	Saw health gains for 14% of our patients with diabetes. Saw health gains for 37%	Effect health gains for 14% of our patients with diabetes. and 37% of	Measurable health gains for diabetic and hypertensive patients. Lower the

adequate supply of medications.	educators, WFBH, Novant and WFU School of Medicine to support the patients of The Shalom Project Medical Clinic. Discern ability to administer COVID 19 vaccines.	of our patients with hypertension. Provided flu vaccines to 50 patients.	our patients with hypertension	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 requirement needs of The Shalom Project programs to allow for expansion and better quality care.	Engage volunteer and contracted 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	Worked with local realtor to begin to evaluate spaces close to bus routes with evening operating hours. Reached out to other organizations to collaborate on space.	Establish space requirement needs of Shalom Project programs and offices. Share specification requirements with City and County and local realtors.	Secure space and funding to up-fit Shalom Project programs and office
Evaluation and expansion of The Shalom Project's 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.	Worked through the first nine months of the Program with nine women and their children, seeing positive gains in community building across ethnic and economic lines.	Administer and conduct evaluation of 2020-2021 Flourish Program. Evaluate outcomes and make suggested program adjustments.	Publish Flourish manual for use throughout Winston Salem, adjusting as necessary to address other impoverished populations, i.e. the formerly incarcerated, those recovering from addictions, men in poverty.

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	2,595	6,989
FY 20-21 Current Year	2,800	7,100

Projected Results		
FY 21-22 Next Year	3,000	7,500
Anticipated Results		

**C.6. FY 19-20 Program Accomplishments**

Despite the onset of the COVID-19 pandemic, The Shalom Project has been able to offer all but one of its programs, providing for the basic needs of individuals and families who were previously impoverished as well as those who found themselves in poverty due to job loss as a result of this pandemic. The agency was able to adapt quickly to both provide for the safety of its staff, volunteers, clients and patients and meet the need of those in the need of our services.

The Medical Clinic was the primary care provider for 647 patients, many who suffer from diabetes and hypertension. We were able to control these diseases for many of our patients and improve their conditions. Two instances stand out in particular. One gentleman, who presented to the Clinic in August of 2019, was newly diagnosed with diabetes, having a blood sugar of 14.9. Because of the care he received at our Clinic – medications and health education – he received the good news that his blood sugar last week was down to 5.7 (within normal range). A second patient had similar results and no longer needs insulin and is no longer considered a diabetic or at risk.

Our Flourish Program was able to surround eight women experiencing situational or generational poverty with a positive community. The program’s Companions were given intensive training before “being with” program participants on racial equity, poverty awareness, listening skills and systems that perpetuate poverty. One of our participants was featured by The Women’s Fund of WS on the strides she has made in rising above poverty because of her participation in the program. A Flourish manual is underway to be used by other nonprofits to help multiply the positive impact of this program on these women’s lives.

**C.7. FY 21-22 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 its workwith 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

Completed by theshalomproject@gmail.com on 11/19/2020 11:56 PM

Case Id: 11061

Name: The Shalom Project, Inc. - 2021/22

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 because 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 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 affect 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	8.00 %
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 of volunteers; hands on program delivery.	40	15.00 %
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. Compile Flourish manual for distribution.	40	15.00 %
Director of Donor Relations	Organization administration; donor relations; fundraising event coordination; procurement of supplies; staff support; office communication; web management.	20	15.00 %
Community Outreach Coordinator	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.	20	15.00 %
Americorp VISTA	Work on community outreach, social media, funding	40	0.00 %

	programs and Flourish support.		
Contract Patient Assistance Coordinator	Connect patients with ongoing medication needs to pharmaceutical programs that provide free medication for indigent patients.	3	0.00 %
Contract Childcare Worker	Provide childcare and programming that coincides with that of Flourish Program participants.	3	0.00 %

**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	8.00 %

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

**Organizational Chart \*Required**

Organization Chart 11.20.pdf

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			2		
Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time						

**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				1		
Technicians						
Office/Clerical				2		
Laborers/Service Workers				1		
Total Part-Time/Temp						

**D.8.**



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

Board 2020 II.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**

10

**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. Program hours are regularly posted on social media platforms. Both Shalom Project locations are accessible by bus and car with ample parking provided.



## E. Cost Effectiveness

Case Id: 11061

Name: The Shalom Project, Inc. - 2021/22

Completed by theshalomproject@gmail.com on 11/20/2020 4:50 PM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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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 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$225,800.00	\$269,240.00	\$262,000.00
Fundraising	\$11,000.00	\$5,538.00	\$9,500.00
Management and General	\$144,200.00	\$89,509.00	\$148,620.00
<b>Total Expenditures by Program</b>	<b>\$381,000.00</b>	<b>\$364,287.00</b>	<b>\$420,120.00</b>

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$157,000.00	\$141,471.00	\$194,000.00
Employee Benefits	\$0.00	\$0.00	\$3,600.00
Facility Rent and Utilities	\$0.00	\$10,000.00	\$36,000.00
Training and Conference Registration	\$3,500.00	\$775.00	\$4,500.00
Membership and Dues	\$1,000.00	\$700.00	\$1,000.00
Travel and Transportation	\$1,500.00	\$250.00	\$5,100.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$2,500.00	\$3,300.00	\$3,000.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$18,500.00	\$20,208.00	\$21,100.00
Other Operating Expenditures	\$197,000.00	\$188,946.00	\$151,820.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$381,000.00</b>	<b>\$365,650.00</b>	<b>\$420,120.00</b>

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$0.00	\$0.00	\$50,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$140,000.00	\$135,600.00	\$110,000.00
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	\$187,000.00	\$420,000.00	\$181,500.00
Foundation Grants	\$54,000.00	\$51,000.00	\$78,500.00
Interest and Investment Income	\$0.00	\$50.00	\$120.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
<b>Total Revenues by Category</b>	<b>\$381,000.00</b>	<b>\$606,650.00</b>	<b>\$420,120.00</b>

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

Other Operating Expenditures include program supplies, including medications, food, socks and underwear. Other expenditures include insurance, depreciation, office equipment, postage, stationery, printing and volunteer appreciation expenses.

**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
2020	None	\$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
Program related salaries	\$19,500.00	\$153,000.00	
Program expenses, including medications and food	\$25,500.00	\$100,000.00	
Rent and Utilities	\$5,000.00	\$31,000.00	
	\$50,000.00	\$284,000.00	

**E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.**

City funding will be used for general funding of The Shalom Project and its programs. Resources will be used to buy food, underwear and socks, toiletries, pharmaceuticals, food for Medical Clinic bags for volunteers and patients, and medical supplies, which now includes PPE for our volunteer clinicians. Other program expenses include personnel expenses, rent, equipment, telecommunication costs, printing, subscription fees to run our electronic medical records and pharmacy system and contract fees for Flourish presenters and children's programming. The Shalom Project is also currently looking for a new home to house all its programs in one place and to keep all clients and patients safe; thus enabling the organization to better meet the needs of the community it serves. This will likely require an increase in rental payments, utility expenses and upfitting of facilities to align with our program delivery.

**E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.**

The Second Harvest Food Bank of NWNC supplies The Shalom Project (TSP) with access to a computer application that

allows TSP to determine participant eligibility for program services and to compile reports that help TSP determine future programming and plan for needed resources. Second Harvest also administers the federal and state funded food programs which supply food free of charge for distribution to our clients. The latter helps to reduce the amount TSP spends on these resources. Athenahealth supplies an electronic medical record system free of charge for use by The Shalom Project's Medical Clinic as long as our agency does not charge for its services to our patients. This system aids in better patient care, resource planning and grant reporting. A number of pharmaceutical companies provide insulin prescribed to TSP patients free of charge, reducing the amount of money TSP spends on prescription medications.

**E.6. 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.**

The Shalom Project's programming would need to be maintained close to current levels of service if this request is not fully funded; since funds would be used to support the expenses necessary to grow programs and services. Options for renting contiguous and additional space would be limited.

**SUSTAINABILITY (7 POINTS)**

**E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.**

The Shalom Project has been in operation since 2006 as a 501(c)3, with a number of its programs and services operating prior to the agency's incorporation. The Executive Director(s) has been able to fund and grow the organization through relationship building with faith-based and civic organizations, philanthropic individuals, corporations and foundations and through grant writing. Fundraisers have been evolving and expanding, increasing funds through these sources. The Shalom Project currently hosts two major and one minor fundraiser each year and holds an end of year giving campaign. All these activities will continue as the plan to sustain the services offered by the organization.

**BARRIERS (3 POINTS)**

**E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.**

Potential programmatic barriers would include Inadequate funding, staffing and space to fully accommodate the growing need and demand 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 and low-cost space that currently houses The Shalom Project staff and programs without the fulfillment of a plan and finances to find a new home for Shalom would also be a barrier.

**E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.**

The Shalom Project is not aware of any institutional barriers to project implementation other than accessing and maintaining a larger space for its offices and services that is easily accessible to its clients and patients.

**AVERAGE COST (5 POINTS)**

**E.10. 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:	3000
Average City funds per beneficiary:	\$16.67
Proposed funds from all sources:	\$420,120
Number proposed to be served for the year:	3000
Average total funds per beneficiary:	\$140.04

## F. Required Documents

Completed by theshalomproject@gmail.com on 11/20/2020 1:53 PM

Case Id: 11061

Name: The Shalom Project, Inc. - 2021/22

Address: \*No Address Assigned

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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.docx

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

2018 990.pdf

**Organization By-Laws \*Required**

TSP Bylaws revised 2020.docx

**Articles of Incorporation \*Required**

Articles of Incorporation.pdf

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

Personnel Policy 2014.pdf

Financial Policies and Procedures 9.16.16.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**

Review Engagement Letter.docx

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

**\*Required**

Solicitation License 2020-21.pdf

Other

*\*\*No files uploaded*

## G. Income Based Projects/Services Only

Case Id: 11061  
Name: The Shalom Project, Inc. - 2021/22  
Address: \*No Address Assigned

Completed by theshalomproject@gmail.com on 11/20/2020 4:50 PM

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### G. Income Based Projects/Services 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."

**G.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.**

Income Range	# 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

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

## H. Construction/Rehab Only

Completed by theshalomproject@gmail.com on 11/20/2020 4:51 PM

Case Id: 11061

Name: The Shalom Project, Inc. - 2021/22

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."

**H.1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.**

**H.2. Provide a projected timeline for the proposed work.**

**H.3. Describe how the project will be managed, including the contractor procurement process.**

**H.4. Describe the target market, including any special populations to be served.**

**H.5. Describe the services or program you plan to provide.**

**H.6. Describe the property management plan.**

**H.7. List the development team members.**

**H.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.**

**H.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*

**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

Completed by theshalomproject@gmail.com on 11/20/2020 4:51 PM

**Case Id:** 11061  
**Name:** The Shalom Project, Inc. - 2021/22  
**Address:** \*No Address Assigned

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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
	\$0.00

### 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
	\$0.00

## J. Rapid Rehousing and HMIS Only

Completed by theshalomproject@gmail.com on 11/20/2020 4:51 PM

Case Id: 11061

Name: The Shalom Project, Inc. - 2021/22

Address: \*No Address Assigned

### J. Rapid Rehousing and HMIS Only

\*\* 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
	\$0.00	\$0.00

## Submit

*Completed by theshalomproject@gmail.com on 11/20/2020 4:51 PM*

**Case Id:** 11061

**Name:** The Shalom Project, Inc. - 2021/22

**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.**

Eileen Ayuso

*Electronically signed by theshalomproject@gmail.com on 11/20/2020 4:51 PM*