

A. Organization & Contact Information

Completed by jan.kelly@samaritanforsyth.org on 11/19/2020 9:20 AM

Case Id: 11091
Name: Samaritan Ministries - 2021/22
Address: *No Address Assigned

A. Organization & Contact Information

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

Samaritan Ministries

A.2. Project/Program

Samaritan Inn/Shelter-City ESG

A.3. FY 2021-22 Funding Request Amount

\$20,000.00

A.4. Agency's Total Operating Budget

\$1,607,529.00

A.5. Mailing Address

414 East Northwest Boulevard Winston-Salem, NC 27105

A.6. Project/Program Location Address

414 East Northwest Boulevard Winston-Salem, NC 27105

A.7. Organization Website

www.samaritanforsyth.org

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

1986

A.9. Organization Fiscal Year

July1 - June 30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Jan Kelly, Executive Director

A.13. Email

jan.kelly@samaritanforsyth.org

A.14. Phone

(336) 448-2665

CONTACT

A.15. Name, Title

Karen Bell Chandler, Development Director

A.16. Email

karen.bellchandler@samaritanforsyth.org

A.17. Phone

(336) 448-2664

BOARD CHAIR

A.18. Name

Jerry Enos

A.19. Term Expiration

06/30/2021

A.20. Email

enos.jerry59@gmail.com

A.21. Phone

(336) 748-0612

Printed By: Rene Williams on 12/11/2020

B. Project Overview

Completed by jan.kelly@samaritanforsyth.org on 11/16/2020 4:40 PM

Case Id: 11091

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B. Project Overview

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?

Samaritan Inn is a homeless shelter for 70 men, providing temporary emergency shelter for up to 90 days. Our request is for \$20,000 from City ESG to assist with shelter operating costs (food and utilities). Our goal is to provide over 25,000 nights of shelter to more than 650 different homeless men, and moving at least 90 guests to permanent housing. Samaritan is an active participant of a housing first model of moving guests out of the shelter as soon as possible with the support of the Community Intake Center. During the COVID-19 pandemic, Samaritan's shelter capacity has been reduced to 35 to allow for appropriate distancing recommended by the CDC and Forsyth County Health Department. Goals outlined in this proposal assume a return to capacity of 70 and a return to pre-pandemic conditions for the 2021-22 year, though this is unknown at this time.

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

Samaritan Ministries' program models the five keys to effective emergency shelter from the National Alliance to End Homelessness. Samaritan is designed to be a safe, low barrier shelter which uses the housing-first and housing-focused approach, while assessing data to measure performance as required by HUD (Housing and Urban Development).

Samaritan operates a low barrier shelter, and admission is based on vulnerability. Guests who check in and obtain a bed may stay up to 90 days. Guests must be 18+ years old and male. Only three sex offenders are allowed in the shelter at any given time. Samaritan is the only shelter in the community allowed to accept sex offenders.

Samaritan Inn is open from 7:00 pm – 7:30 am, 365 nights a year. Samaritan is also open during the day during severe inclement weather (i.e., extreme cold). During winter months, check in begins at 6:30 pm. Check-in time may be scheduled earlier during weather events. During the pandemic, shelter guests have been encouraged to remain inside during the day to limit their exposure to the virus. Samaritan does not normally provide day shelter on an ongoing basis.

Samaritan understands that guests may face barriers to housing to overcome such as financial issues, evictions and credit history. We meet with guests at case review within 1-2 weeks of entering the shelter to start a housing plan and then again at 90 days for an update. We allow extensions if needed, and case managers often provide letters, email and updates to request extensions for guests. These extensions are usually in 30 day increments.

The guests benefit, physically and emotionally, from having a safe place to sleep, away from inclement weather. Guests are encouraged to take steps to secure permanent housing through referrals and case management with Empowerment Project, City with Dwellings, Experiment in Self-Reliance and the Coordinated Intake Center.

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

70

Maximum Number of Participants to Be Served at a Single Time

70

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

650

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.

Samaritan is a leading hunger and homeless agency in Winston-Salem and fulfills an immediate need for food and shelter for poor and needy individuals. The shelter serves a diverse group of poor, homeless men (ages 18+) including all races, religions and ethnic backgrounds. We provide services for both the chronically homeless as well as people newly experiencing homelessness. Most shelter guests have incomes of less than \$12,000 a year, and many have no income.

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.

Samaritan's guests have a lack of income and housing. One hundred percent of clients fall into the 0-30% of median income range. According to the most recent Point in Time Count, 500+ people are homeless on any given night in our community. Samaritan provides for the very basic needs of food and shelter for people experiencing homelessness.

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?

Experiment in Self Reliance provides a housing specialist to work with Samaritan guests for housing assistance and seeking applicable entitlements and disability where appropriate. ESR ensures that Samaritan can remain housing-first focused and contributes to the number of men who move into housing.

The Empowerment Project is a street outreach program which is housed at Samaritan and provides case management services for housing, substance abuse and mental illness. The project is funded through Wake Forest Baptist Health Department of Faith & Health Ministries. It is open to all who are homeless in the community, not just Samaritan guests. Empowerment provides critical wrap around services so that guests may be successful once they move to housing. Information sessions are held twice a month with housing opportunities as the focus; scheduling has varied during the pandemic.

United Health Centers operates a free medical clinic at Samaritan each Thursday. This gives people in the community, primarily the homeless, access to free health care. This program enhances our services to shelter guests and enables

them to see a consistent provider to maintain better health.

Samaritan is an active participant in the Continuum of Care. The executive director and assistant director regularly attend executive and full council meetings, and the assistant director and shelter manager regularly attend shelter provider meetings. Samaritan's role is to provide a temporary emergency shelter for men and to provide a Soup Kitchen. Samaritan hosts the rapid-rehousing orientation for the community on Mondays, though scheduling has varied during the pandemic. Samaritan provides space twice each year for the Point in Time Count. Collaboration with other providers is important to avoid duplication of services and to make sure guests get access to the help they need. Because many homeless people eat lunch at Samaritan daily, it is a convenient location for case managers, ESR and coordinated intake to meet clients.

Collaboration with City with Dwellings and other shelters in the community (Bethesda, Salvation Army and Rescue Mission) ensures that all shelter beds are used during winter. Samaritan has adjusted check-in times during winter months for guests to 6:30 – 7:30 pm to help with this process. Planning for overflow during the pandemic is a collaborative effort.

Project Cornerstone utilizes multiple community agencies, including: Goodwill, VA, Vocational Rehabilitation, Crisis Control and ESR. These partnerships give guests an opportunity to learn valuable skills to be employed and to be self-sufficient.

Samaritan shelter counselors make guest referrals to case managers with SOAR training, including Bethesda Center, the Empowerment Project and Triad Disability Advocates. Guests with VA benefits are referred to a VA case manager at the Prosperity Center as well as Veterans Helping Veterans Heal if they may benefit from transitional housing. We also provide suggested resources to guests who express the ability to self-resolve and have income. These partnerships enable Samaritan to fulfill our goal of being a housing-first focused agency.

Wake Forest University Law students, working closely with Legal Aid, provide expungement clinics. Having the opportunity to expunge minor offenses gives individuals opportunities for employment and housing. Sessions are virtual during the pandemic, but we expect to return to in person sessions after COVID.

IDIS Setup

No data saved

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IDIS Setup

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

Case Id: 11091

Name: Samaritan Ministries - 2021/22

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C. Strategy and Performance

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):

Livable Neighborhoods

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.

Samaritan will track nights of shelter and numbers served through the Homeless Management Information System (HMIS). Samaritan has run at, or near, capacity since opening in 1988. We anticipate goals will be achieved, though future planning is uncertain due to the pandemic. The Board of Directors reviews these numbers on a monthly basis to determine any needed steps to improve.

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 Agency Administrator assists with data entry so that shelter counselors can focus on thorough completion of intake paperwork and having personal contact with guests for referrals. In 2018, the team developed new procedures and a paperwork checklist (beyond the existing ESG checklist) to improve consistency and quality of data gathered

from guests. The agency administrator runs routine reports to check for errors, make corrections, and identify areas in need of improvement. Reports include:

- CAPER report to monitor program performance and data-quality performance - monthly
- ART Report 0315 - Program Daily Census to determine how many nights of shelter have been provided for reporting program performance to Samaritan's Board and for Neighborly/ESG reports – monthly

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
Operate a temporary, emergency homeless shelter for men, ages 18+.	Provide nightly check in along with breakfast and dinner.	Provided 19,263 nights of shelter to 603 different men.	Due to the pandemic, Samaritan will likely provide fewer nights of shelter by year in with capacity reduced in half. First quarter results indicate 1,949 nights of shelter to 87 different men (July - September 2020). We project providing 10,000 nights of shelter to 350 different men by June 30, 2020.	Samaritan will provide over 25,000 nights of shelter to 650 different men. This assumes a return to pre-pandemic conditions.
Samaritan will provide over 25,000 nights of shelter to 650 different men.	Complete VI-SPDAT forms for new guests, provide leadership for community assessment, collaborate with ESR Housing Specialist.	Sixty six guests moved to positive housing destinations.	Samaritan projects that 30 guests will move to permanent housing by June 30. First quarter results show 7 guests moving to housing (July - September 2020). Results are related to the pandemic.	Samaritan's goal is to move 90 guests to positive housing destinations. This assumes a return to pre-pandemic conditions.
Maintain efficiency in	Utilize both paid staff	The cost for night of	Samaritan is on track	Samaritan's goal is to

providing services.	and volunteers as well as donated food.	shelter and two meals was \$27.74.	to provide a night of shelter and two meals for approximately \$27.	maintain the cost for a night of shelter and two meals between \$27.00-\$28.00.
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	603	20,998
FY 20-21 Current Year Projected Results	350	10,000
FY 21-22 Next Year Anticipated Results	650	25,000

C.6. FY 19-20 Program Accomplishments

Sonjia Kurosky retired as executive director on June 30, 2020. After a national search with 98 applicants, Samaritan promoted the development director, Jan Kelly, to executive director in April 2020. The retirement had been planned since 2016 and the transition plan enabled Samaritan to remain mission-driven and guest-focused.

Since the outbreak of the pandemic in March, Samaritan has worked cooperatively with the COC to develop solutions. Samaritan has made temporary adaptations to our services:

- Soup Kitchen provides “to go” meals.
- Shelter capacity is reduced from 70 to 35 and is open during the day.
- Project Cornerstone continues with capacity reduced from 10 to 6.
- Masking and six-foot distancing is required. Staff, volunteers, guests and visitors undergo daily screening and temperature checks. COC has provided a plan to quarantine symptomatic guests.
- Volunteers are limited to eight at lunch and two at dinner.
- Expenses have increased. We have hired temporary staff for overnight and daytime monitoring as well as additional maintenance/cleaning. Additional temporary salaries are \$139,731. Deep cleaning of our facility costs \$2,500–3,000 per visit.
- Samaritan provides meals for a medically fragile facility and an isolation hotel which are collaborative projects of the COC.

Samaritan is a well-respected non-profit agency in the community and received the Joel and Claudette Weston Award for Excellence in Non-Profit Management in June 2019. This competitive award, presented to only one Forsyth County agency every other year, recognizes efficiency, competence, fiscal integrity, innovation and program effectiveness. Samaritan was recognized for continuing innovative approaches for serving our guests after moving to a new facility.

The new building opened in December 2014, and thanks to donations from a capital campaign, Samaritan has no ongoing debt service which means that resources can be allocated toward guest services. The building was designed for bed bug prevention. All new guests have all belongings heat-treated in a clothes dryer or hot box to kill bed bugs. Samaritan provides four healing beds within our shelter which are designed for homeless men who have been released from the hospital for recovery at home or for those in need of bed rest due to minor illness.

Samaritan looks for opportunities to use our space effectively. We expect these opportunities to return after the pandemic, including Wake Forest Law student expungement clinics, a volunteer-run computer lab for guest

housing/job searches, five AA/NA meetings and resource groups (food stamp certification, voter registration, health screenings, haircuts and new housing orientation for the community intake center). These partnerships are considered case by case during the pandemic because we limit visitors to our building.

Staff longevity continues to be important in fulfilling our mission. Shelter staff experience means that staff have knowledge of guest history, excellent rapport and high trust levels. This increases the likelihood that guests will follow through on referrals to services and housing. Experience also brings greater knowledge of available community resources so that more targeted referrals can be made.

Since the early 1990s, a formerly homeless man has served on our Board of Directors.

C.7. FY 21-22 Key Objectives

During 2021-22, Samaritan will provide 25,000 nights of shelter to 650 different men and move 90 to positive housing destinations. Goals may be adjusted, depending on the pandemic in order to keep guests, staff and volunteers as protected as possible.

D. Organizational Capacity

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Case Id: 11091

Name: Samaritan Ministries - 2021/22

Address: *No Address Assigned

D. Organizational Capacity

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 mission of Samaritan Ministries is to provide food, shelter and hope through Christian love. Our programs include:

1) Samaritan Soup Kitchen, established in 1981, provides a free, hot, nutritious lunch 365 days of the year to anyone in need, including men, women and children.. In 2019-20 we provided 139,039 meals to the community.

2) Samaritan Inn, established in 1988, provides shelter, dinner and breakfast to up to 70 men 365 nights of the year. In 2019-20, we provided 19,263 nights of shelter to 603 different men. During the pandemic we have reduced the number of shelter guests to 35.

3) Project Cornerstone (1995) is a transitional housing program for up to 10 homeless men in recovery.

In addition to our programs, Samaritan collaborates with others to provide services for people experiencing homelessness:

-In partnership with Wake Forest Baptist Division of Faith & Health Ministries, Samaritan houses the Empowerment Project, a street outreach program. Empowerment provides case management and connects homeless adults and families experiencing mental health struggles or substance use disorders to resources.

-Experiment in Self-Reliance offers a housing specialist to assist guests in moving to housing.

-United Health Centers operates a free medical clinic from Samaritan's facility every Thursday. The clinic is available to shelter guests and other individuals and families in the community for no charge and without appointments.

ESG funding for Samaritan's emergency shelter helps advance the mission of Samaritan Ministries because it enables us to provide food and temporary shelter for homeless men. It is an essential part of the Continuum of Care of Winston-Salem.

FUNCTION (5 POINTS)

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

The first program, the Soup Kitchen, was begun in 1981. The Shelter was begun in 1988. Project Cornerstone was started in 1995.

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

Samaritan Ministries benefits the city of Winston-Salem and its citizens by providing a safe, restful place for men

experiencing homelessness to live temporarily while working through barriers to living their best lives. We give some of the most vulnerable residents a bit of respect, dignity, safety and rest for their soul and body.

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
Shelter Manager	Manage night-time shelter operations and conducts night time operations two times each week. Provide limited case management services including guest intake, guest housing plans, case reviews, house meetings and crisis intervention. This position is responsible for completing intake forms and entering HMIS data. Supervise shelter staff. Hold weekly daytime meetings with guests regarding housing assistance.	40	0.00 %
Senior Staff Counselor	Conduct night-time operations two nights per week. Provide limited case management services including guest intake, housing plans, case reviews, house meetings and crisis intervention. Complete intake forms and enter HMIS data. Hold weekly daytime meetings with guests regarding housing assistance.	40	0.00 %
Staff Counselor	Conduct night-time operations two nights per week. Provide limited case management services including guest intake, housing plans, case reviews, house meetings and crisis intervention. Complete intake forms and enter HMIS data. Hold weekly daytime meetings with guests regarding housing assistance.	40	0.00 %
Staff Counselor (part-time)	Conduct night-time operations two nights per week. Provide limited case management services including guest intake, housing plans, case reviews, house meetings and crisis intervention. Complete intake forms and enter HMIS data.	14	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
Jan Kelly	Executive Director	\$103,742.50	0.00 %
Shonta Fleming	Assistant Director	\$71,942.52	0.00 %
Derrick Newkirk	Kitchen Manager	\$66,642.52	0.00 %
Karen Bell Chandler	Development Director	\$70,481.22	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

Samaritan Organizational Chart 2020.docx

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.

Samaritan advertises for positions in a variety of print and on-line publications: Newspapers, PiedmontHelpWanted.com, NC Center for Non-Profits, Indeed and professional organizations. In addition, we network within the community through churches, United Way, other shelters, etc. Applicants respond with a resume. We do not ask for nor do we track ethnicity or age in the application process.

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	0	2	0	2	1	0
Professionals	0	3	0	3	0	0
Technicians	0	0	0	0	0	0
Office/Clerical	0	0	0	0	0	0
Laborers/Service Workers	0	1	0	1	1	0
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	0	0	0	0	0	0
Professionals	0.4	0.3	0	0.5	0	0
Technicians	0	0	0	0	0	0
Office/Clerical	0	0	0	0.6	0	0
Laborers/Service Workers	0.3	4.75	0	0.5	0.35	0
Total Part-Time/Temp						

D.8.



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

Board List FY 21 for ESG.doc

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

2

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 shelter remains open for 365 days and nights each year. There are no start-up costs or issues.

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?

Samaritan operates a low barrier shelter, and admission is based on vulnerability, using Community Intake Center and ESG VI-SPDAT forms. Guests who check in and obtain a bed may stay up to 90 days (120 days in winter months). Guests must be 18+ years old and male. As part of its commitment to being a low-barrier and housing-focused emergency shelter, Samaritan Inn rarely terminates assistance. When assistance does have to be terminated (i.e., violence, drug possession), referrals to other community resources are always made. Being clean and sober is not a requirement for admission to Samaritan Inn. Shelter counselors place a high priority on guest safety during the admission process.

During admission, a Staff Counselor completes required documentation and an assessment. Guests are encouraged to follow through with recommended referrals. If a guest has limited English proficiency, or a communication impairment, a translator will be provided within 24 hours. All new shelter admissions are referred at the time of intake to an in-house case review which is held twice monthly. Case review begins the process of linking guests to resources for housing and other resources.

Samaritan has a grievance procedure in place. If a guest is dissatisfied with a Staff Counselor's decision, he may appeal it within 48 hours to the Shelter Manager in person, over the phone, or in writing. Alternative shelter referrals are given at the time of any violation. If a guest wants to appeal the Shelter Manager's decision, he must attend Case Review, which is held the 1st and 3rd Wednesday of each month at 4:00 pm. This is a meeting for guests and shelter staff to focus on solutions. If the grievance remains unsolved, a guest may contact the Winston-Salem Human Relations Department. Contact information is provided on a handout posted at Samaritan and reviewed with each guest at check in.

Samaritan complies with the letter and spirit of the Fair Housing Act that prohibits housing discrimination against persons based upon race, color, religion, national origin, sex, familial status, and disability. Samaritan's building was constructed in 2014 as ADA compliant and it is our policy to remain accessible to people with disabilities.

E. Cost Effectiveness

Case Id: 11091

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Completed by jan.kelly@samaritanforsyth.org on 11/16/2020 4:44 PM

Address: *No Address Assigned

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 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$1,382,474.94	\$1,382,474.94	\$1,308,347.35
Fundraising	\$176,828.19	\$176,828.19	\$167,346.75
Management and General	\$48,225.87	\$48,225.87	\$45,640.02
Total Expenditures by Program	\$1,607,529.00	\$1,607,529.00	\$1,521,334.12

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$893,801.00	\$893,801.00	\$790,814.03
Employee Benefits	\$296,180.00	\$296,180.00	\$295,135.40
Facility Rent and Utilities	\$143,635.00	\$143,635.00	\$147,944.05
Training and Conference Registration	\$2,500.00	\$2,500.00	\$2,575.00
Membership and Dues	\$1,200.00	\$1,200.00	\$1,236.00
Travel and Transportation	\$4,700.00	\$4,700.00	\$4,841.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$265,513.00	\$265,513.00	\$278,788.64
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$1,607,529.00	\$1,607,529.00	\$1,521,334.12

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$18,982.00	\$18,982.00	\$20,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$25,710.00	\$25,710.00	\$27,000.00
Federal Government	\$44,543.00	\$44,543.00	\$45,000.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00

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Memberships	\$0.00	\$0.00	\$0.00
Donations	\$1,151,059.00	\$1,151,059.00	\$1,225,934.10
Foundation Grants	\$50,000.00	\$50,000.00	\$55,000.00
Interest and Investment Income	\$137,933.00	\$137,933.00	\$140,000.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$179,302.00	\$179,302.00	\$8,400.00
Total Revenues by Category	\$1,607,529.00	\$1,607,529.00	\$1,521,334.10

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

Other operating expenses include: fundraising, IT/computer expenses, office supplies, postage, accounting expenses, investment fees, audit, board operations, laundry/linen, case management, shelter supplies, food, kitchen supplies, waste removal and volunteer management. Other revenue: FY21 includes reimbursement for space costs by Wake Forest Baptist Health and Paycheck Protection Loan Forgiveness. Federal government revenue source is FEMA. Salaries for FY22 are lower with anticipation of temporary part-time employees not being needed after the COVID pandemic.

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	City ESG	\$20,963.00
2019	City ESG	\$20,963.00
2018	City ESG	\$21,235.00
2017	City ESG	\$20,212.00
2016	City ESG	\$20,846.00
2020	State ESG	\$25,734.00
2019	State ESG	\$25,399.00
2018	State ESG	\$24,939.00
2017	State ESG	\$24,686.00
2016	State ESG	\$24,388.00

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
Utilities	\$6,000.00	\$6,000.00	contributors
Food	\$14,000.00	\$14,000.00	contributors
	\$20,000.00	\$20,000.00	

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 resources will be used to provide food for shelter guests and to pay for utilities (water, electricity, gas) to keep the shelter operational to meet the needs of our guests.

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.

Samaritan collaborates with other organizations to supplement our services which will also enhance the use of City funds. These significant partners include Empowerment Project (case management), ESR (housing specialist) and United Health Centers (medical care). Volunteers are also a significant resource for Samaritan Ministries. Shelter volunteers provided 33,788 hours of service in 2019.

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.

Samaritan's request is similar to prior years and includes similar activities. However, there have been significant expenses to protecting our staff, volunteers and guests during the 2020 Pandemic. We continue to make progress together toward ending chronic homelessness. New faces come to Samaritan's shelter every day, and it is important for our community to provide for the most basic needs of food and shelter.

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.

Samaritan annually receives donations from a wide variety of funders. Our revenue for 2020-21 includes individuals/major gifts (37%), special events (20%), churches (9%), government (5%), endowments (8%), foundations & corporations (7%), special COVID funding (11%) and other (3%). While we rely on charitable giving every year to make our budget, we have a proven track record of running a balanced budget for more than ten years.

The board's development committee develops an annual strategy for fundraising which includes appeal letters, newsletters and special events. Subcommittees work on special events -- SAM & Eggs Fundraising Breakfast, Penny Campaign and Tour de Llama Cycling Event. Additional subcommittees target solicited major gifts from individuals, engaging millennials as donors and volunteers, involving church volunteers and reaching out to the corporate community. These sources are used to leverage City funds requested.

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.

Samaritan is fortunate to have a six year old facility in order to increase our capacity to serve hungry and homeless people. The Board of Directors will continue to monitor staffing levels. Any loss of government funding could become a barrier, and Samaritan would have to raise additional funds from the community to meet the need. Additional funding has been necessary to meet the needs of providing as safe an environment as possible during the COVID-19 pandemic with increased expenses of at least \$168,679. We are grateful for additional grants that have been made through ESG to help meet some COVID expenses.

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

We do not anticipate any staff vacancies in the coming year.

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:	\$20,000
Number proposed to be served for the year:	650
Average City funds per beneficiary:	\$30.77
Proposed funds from all sources:	\$40,000
Number proposed to be served for the year:	650
Average total funds per beneficiary:	\$61.54

F. Required Documents

Case Id: 11091

Name: Samaritan Ministries - 2021/22

Address: *No Address Assigned

Completed by jan.kelly@samaritanforsyth.org on 11/19/2020 9:58 AM

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Samaritan Ministries Conflict of Interest Policy (rev. 8.3.19).docx

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

Form 990 6-30-19.pdf

Organization By-Laws *Required

Samaritan Bylaws.pdf

Articles of Incorporation *Required

Samaritan Articles of Incorporation.pdf

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

Non-discrimination and other policies.docx

Samaritan Personnel Policies.pdf

Financial Systems Documentation.docx

IRS 501(c)3 Designation Letter *Required

501(c)(3).pdf

Audited financial statements or a third-party review *Required

Samaritan Audit 6-30-20.pdf

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

***Required**

Current Status of Samaritan Ministries.pdf

Other

City ESG Cover Letter.pdf

G. Income Based Projects/Services Only

Case Id: 11091

Name: Samaritan Ministries - 2021/22

Address: *No Address Assigned

Completed by jan.kelly@samaritanforsyth.org on 11/13/2020 3:43 PM

G. Income Based Projects/Services Only

** 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

Case Id: 11091

Name: Samaritan Ministries - 2021/22

Completed by jan.kelly@samaritanforsyth.org on 11/13/2020 3:43 PM

Address: *No Address Assigned

H. Construction/Rehab Only

** 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

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

Case Id: 11091

Name: Samaritan Ministries - 2021/22

Address: *No Address Assigned

Completed by jan.kelly@samaritanforsyth.org on 11/13/2020 3:44 PM

I. Emergency Shelter Only

** 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	\$6,000.00
Food	\$14,000.00
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
	\$20,000.00

J. Rapid Rehousing and HMIS Only

Completed by jan.kelly@samaritanforsyth.org on 11/13/2020 3:44 PM

Case Id: 11091

Name: Samaritan Ministries - 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 jan.kelly@samaritanforsyth.org on 11/19/2020
10:45 AM

Case Id: 11091

Name: Samaritan Ministries - 2021/22

Address: *No Address Assigned

Submit

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.

Jan Kelly

Electronically signed by jan.kelly@samaritanforsyth.org on 11/19/2020 10:45 AM