

A. Organization & Contact Information

Case Id: 16202
Name: The Shalom Project, Inc. - 2023/24
Address: *No Address Assigned

Completed by director@theshalomprojectnc.org on 11/7/2022
3:49 PM

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

The Shalom Project, Inc.

A.2. Project/Program

Program Relocation

A.3. FY 2023-24 Funding Request Amount

\$100,000.00

A.4. Agency's Total Operating Budget

\$468,120.00

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

May 2006

A.9. Organization Fiscal Year

The Shalom Project, Inc.

A.10. Federal Tax ID Number

20-2136431

A.11. Federal DUNS Number

LDJ9J4NN72L4

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Eileen Ayuso, Executive Director

A.13. Email

director@theshalomprojectnc.org

A.14. Phone

(336) 721-0606

CONTACT

A.15. Name, Title

Eileen Ayuso, Executive Director

A.16. Email

director@theshalomprojectnc.org

A.17. Phone

(336) 721-0606

BOARD CHAIR

A.18. Name

Kent Manning

A.19. Term Expiration

12/31/2023

A.20. Email

kentmanning@sprucedesign-ws.com

A.21. Phone

(336) 577-5190

B. Project Overview

Completed by director@theshalomprojectnc.org on 11/18/2022
11:50 AM

Case Id: 16202

Name: The Shalom Project, Inc. - 2023/24

Address: *No Address Assigned

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?

The Shalom Project, Inc. (TSP) currently hosts three programs to support the basic needs of those in need 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 seasonal clothing, shoes, underwear, socks, and diapers as needed. 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.

TSP also offers two programs to effect systemic poverty in our community. Our Peter's Creek Community Initiative (PCCI) arm is currently working on developing a local property to build 62 affordable housing units to positively impact the affordable housing crisis here in Winston-Salem. We have made the former Budget Inn site at the corner of Peter's Creek Parkway and Academy St. construction ready and are now seeking funding to construct these units. The Flourish Program is a financial education and holistic wellness program that focuses on helping women heads-of-household and their families transition out of poverty or financial insecurity through empowerment and small group goal setting. The curriculum is designed to better address financial, mental health, and other intersecting obstacles to achieving financial self-sufficiency.

TSP is requesting funds to support the demand for and, in response, ongoing growth and expansion of its programs in order to develop a thriving community through the provision of decent housing through the PCCI and the expansion of economic opportunities through our direct service and education programs. TSP has a small staff that operates out of space owned by two separate churches to provide its multiple programs. Currently, one of these locations is provided free of charge and the second is rented at \$1,000/month. However, with the growing demand for our programs and the upcoming loss of its Medical Clinic pro bono space, TSP is currently looking for a new home to house all its programs in one place to administer its programs more efficiently and to keep all clients and patients safe, 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.

TSP 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. TSP uses donated funds and grants to pay rent, buy food, clothing items, toiletries, pharmaceuticals, food for Medical Clinic bags for volunteers and patients, and medical supplies. 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. Recognizing the many intersecting obstacles to financial mobility, the Flourish Program has recently partnered with a local provider to offer access to mental health counseling. Funding is needed to ensure that we can provide this service as Flourish expands the number

of participants we include in the program

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 operates by application, with an enrollment 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; and Medical Clinic and Pharmacy, Wednesdays from 5 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 are 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 are provided a free laptop and are eligible for a savings match program. They and their children also receive a free weekly meal during program hours and childcare, as most are single mothers with multiple children to care for and have difficulty accessing affordable childcare; 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 currently operated in two locations that are accessible by car and public transportation and within walking distance of downtown Winston-Salem. Both locations are on main WSTA bus routes.

NEED (7 POINTS)

B.3. Describe the unmet need that the proposed project/program seeks to address. Include data supporting the need.

Prior to the pandemic, Forsyth County was ranked as the third worst county in the United States for poverty mobility. Additionally, one fourth of all residents live in asset poverty (unable to provide for more than three months of basic needs), and 87% of women heads-of-household live in poverty. 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 these children have the most difficult time escaping their poverty as compared to any other county in America, which serves as a the guiding motivation for our Flourish Program.* Flourish participants also cite mental health struggles as an obstacle to financial mobility, so Flourish offers participants access to individual or family therapy throughout their participation in the program. Additionally, the household median income of Hispanic

families in Forsyth is \$38,000, which is 25% lower than the national average. In fact, Hispanic families make only 60% of the average median income of white families, making the income disparity between white families and Hispanic families in Forsyth County 18% greater than the national average. For this reason, Flourish plans to expand the program in 2023 to include the Hispanic/Latinx community, thereby impacting another underserved and marginalized community.

The NC Justice Center reports in 2019 that 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 was 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 because of pandemic job losses.*** In Forsyth County, 50% of adult workers are employed in fields or occupations that are likely to have experienced job loss due to 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 experience injuries or illnesses and incur unexpected medical costs.

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 62 affordable housing units.

* <http://www.equality-of-opportunity.org/index.php/data>.

**<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>

*****www.cityofws.org/DocumentCenter/View/445/Winston-Salem-and-Forsyth-County-Housing-Study-and-Needs-Assessment

COLLABORATION (6 POINTS)

B.4. 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, who volunteer their services free of charge.
- WFU School of Medicine students, who provide interpretation, triage and physician assistance.
- WFU Pharmacy Residency Program, by providing residents to staff our pharmacy.
- Forsyth Tech and WSSU nursing students, who provide nursing assistance.
- Crisis Control Ministries, who receive referrals from our Clinic to fill patients' prescriptions.
- City with Dwellings, who refer their clients to the Clinic for medical services and to the Food Pantry and Clothing Closet for food and supplies.
- Second Harvest Food Bank of NWNC, who contract with TSP 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 provide eye exams and glasses prescriptions for patients of the Clinic.
- Eli Lilly and Sanofi Pharmaceutical Companies' representatives, who help direct samples to the Pharmacy.
- Anda, Inc., who contract with the Pharmacy to purchase medications at a reduced cost.
- LabCorp, who contracts with the Clinic to analyze labs at no cost.
- Novant and Atrium Health, who refer patients for indigent care, food and clothing.
- HealthCare Access of WS, who receive Clinic patient referrals for specialty services free of charge.
- NC 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.
- AthenaHealth, who provide an electronic medical record system to the Shalom Clinic.
- HandsOn NWNC and Love Out Loud, who provide an online volunteer platform to help TSP recruit program volunteers.
- Local faith communities, who provide financial support and physical space to house TSP programs and offices.
- Diaper Bank of NC, who provide diapers, wipes and ointments to our Clothing Closet Program.
- Second Harvest Food Bank of NWNC who distribute TEFAP and SNAP food resources and reduced priced food items.
- Local faith communities, who provide weekly meals and volunteers to Flourish participants, staff, and volunteers.
- Local college and university students, who provide childcare for the Flourish participants' children.
- CareNet Counseling Services, which provides mental health therapy for Flourish participants and their families.
- Local community members and organizations, who provide presentations/workshops/curriculum on various financial and holistic wellness topics for Flourish curriculum, including: Financial Pathways of the Piedmont; Winston-Salem State University Office of Career Development; Forsyth County Health Department; Experiment in Self-Reliance; Asset Building Coalition; Forsyth County Family Services; City with Dwellings; NC Cooperative Extension; Goodwill Industries; Wake Forest University Office of Civic and Community Engagement; Wake Forest University Center for Wellbeing; and Salem College Center for Contemplative Practice & Wellbeing.

C. Strategy and Performance

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C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles 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. 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 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 to 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.

The Shalom Project has a contract with The Second Harvest Food Bank of NWC, which includes a shared Link2Feed database that collects information on all clients served and helps us to monitor, report and evaluate our Food Pantry

program.

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. The other outcomes measured are smoking cessation and body mass index, major contributing factors to the aforementioned diseases.

Attendance is taken and recorded weekly in our Flourish Program. Flourish also employs multiple self-assessment and program evaluation mechanisms to chart the progress of the participants. These assessments allow us to chart financial progress and the impact of its Mental Health project as well as other dimensions of whole-person wellness and to judge the success of the program and adjust curriculum and resources when necessary.

C.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.

As mentioned above, The Board meets regularly to ensure that we have the funding necessary to run our programs and 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.

Evaluations around outcomes determined by reports to grantors and member associations, help the organization to decide the best course of action to take if key measures are not met. With these results, The Shalom Project Clinic staff and volunteer professionals can make educated decisions on how to better serve our clients and patients. 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.

The Flourish Program regularly surveys participants and volunteers on program effectiveness and input on what is most needed by participants and what changes/adjustments need to be made to programming.

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 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
Expansion of the Flourish Program to include a Latina	Weekly programming to include financial goal setting, support,	Worked with seven women-led households with a	Work with 16 women-led households with the	Work with 24 households to increase their

Cohort and an additional cohort in 23-24.	mental health services, a weekly meal, childcare, tutoring and other programming for children	100% graduation rate with 50% of participants achieving or exceeding their initial financial goals.	anticipation of an increase in number of individuals who will achieve or exceed their financial goals and marked improvements in mental health	financial security and improve their mental health.
Secure a contiguous space for all Shalom Project programs	Work with community partners and realtors to secure adequate programming space.	None	Secure and upfit space to accommodate all persons, ensuring space is safe and handicapped accessible.	A safe and comfortable space to administer Shalom Project programs.
Expand Medical Clinic services to include gynecology and optometry	Work with community volunteers to determine service needs; secure adequate space to perform these services; research and purchase equipment necessary to fully serve patients; recruit and schedule service providers.	None	Provide gynecology and optometry services for current and future Clinic patients.	Add other medical services as needed and within capacity.
Secure gap financing to build 62 affordable housing units.	Work with funders to secure the \$2.5 million in gap funding necessary to initiate and complete this project.	Applied for and received \$12.2 million in NC State income tax credits to use toward the construction of this project.	Secure the financing necessary to break ground on this project.	Construction and completion of 62 affordable housing units.

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	1,181	4,413
FY22-23 Current Year Projected Results	1,240	4,633
FY 23-24 Next Year Anticipated Results	1,300	4,865

C.6. FY 21-22 Program Accomplishments

- Despite the onset of the COVID-19 pandemic, The Shalom Project has been able to offer its programs, providing for the basic needs of impoverished individuals and families 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.
- In 2021, The Shalom Project provided food and clothing to 936 households, representing 3093 individuals. The ethnicities of these clients were 7% Asian, 38% Black/African American, 41% Hispanic/Latino, 12% White and 2% other.
- In 2021, The Shalom Project Medical Clinic had 1307 patient visits of which 210 were new patients. The ethnicities of these patients were 4% Asian, 21% Black/African American, 54% Hispanic/Latino, and 21% White. 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. Approximately 95% of the patients served were residents of Forsyth County.
- Saw health gains for 14% of our patients with diabetes. Saw health gains for 37% of our patients with hypertension. 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 recently 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.
- The Medical Clinic provided a total estimated value of services/procedures of \$1,369,508 in 2021.
- Flourish secured funds to launch a pilot Mental Health Project to better meet the psychological and needs of participants, recognizing that mental health is a significant obstacle to achieving financial self-sufficiency.
- Flourish graduated 100% of eligible participants in 2022. Flourish concluded the nine-month session with each participant securing meaningful employment, and with half of them stating that they accomplished each of the financial goals they set in conversation with their financially stable, volunteer Companions during the course of the program.
- Engaged volunteers and contracted consultant to evaluate program and administrative space needs. Worked with City, County and local realtor to find an accessible, cost effective and efficient space to house the offices and programs of TSP.
- Worked with Leadership Winston Salem to begin a 5-year strategic plan for The Shalom Project.

C.7. FY 22-23 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 our objective is to not only provide our patients with quality medical care and an adequate supply of medications but also to help drastically decrease the number of times these same patients would otherwise present at local emergency rooms if they did not have The Shalom Project Clinic as an alternative for their care and also reducing any costs to our impoverished patients associated with these visits.
- Provide nutritious meals and groceries as well as clothing and diapers through our Food Pantry and Clothing Closet Programs to 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. Additionally, TSP sees the need to serve additional populations through its Flourish Program; so it plans to launch a successful bilingual Latina cohort in program year 2023-24, of up to eight participants and 16 volunteers, offering all of the programming currently available to Flourish participants: including weekly financial and wellness programming; financial goal setting, support, and accountability for participants with a group of

dedicated volunteers; and a community meal, childcare, tutoring, and other programming for their children. This program also is looking to secure funding to make free access to professional licensed mental health therapy a consistent and sustainable element of the program for all participants, including the expanded Latina cohort.

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

D. Organizational Capacity

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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 Shalom Project's mission is to serve and support those in our community who have been systematically disenfranchised and oppressed. We achieve this through our outreach programming, education, and advocacy. 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 an educational 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 that provides nutritious food, clothing, personal care items, small household goods, and diapers for families with children under 5 years; and a free Medical Clinic that provides primary and orthopedic care, labs, health education, smoking cessation counseling, and medications as well as a bagged dinner for all patients and their accompanying family members and friends.

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 62 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 women heads-of-household with the goal of permanently transitioning 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 access to free mental health counseling, healthy meals for participants and their families, laptops and eligibility for a savings match program, and childcare for participant's children.

FUNCTION (5 POINTS)

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

The Shalom Project became a 501c3 in 2006. Our Medical Clinic, Food Pantry and Clothing Closet Programs have been in existence since 2001.

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

The Shalom Project conducts 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 organization engages the cycle of poverty through its high impact, long-term Flourish Program, which directly addresses the root causes of financial mobility through financial education, career development, goal setting and support, and mental health counseling. 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; and citizens the opportunity to form intentional relationships across race, class, culture, and religious beliefs. The Shalom Project believes that all of these programs 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 and executive staff 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 and grant writing; 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 AmeriCorps VISTA; research and assess community needs.	40	15.00 %
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; medical testing coordination.	40	15.00 %
Flourish Program Director	Recruit, interview, and select program participants; interview, select, and train volunteers; design programming and curriculum; contract with community partners to deliver education, programming, and volunteer needs; lead programming; supervise childcare workers; collaborate with community partners to benefit participants; design program assessments to ensure positive program results.	40	15.00 %
Donor Relations Director	Donor relations; fundraising event coordination; web management; social media; coordination of special programs, including Thanksgiving Box and Holiday gift bags for clients and patients.	20	15.00 %
Office Administrator	Office administration, answering and fielding telephone	2	15.00 %

and Volunteer Coordinator	and email inquiries, staff support; and Volunteer coordination, including posting volunteer needs on volunteer platforms; volunteer communications; volunteer training and assignment under the direction of Program Director; overseeing volunteer groups; social media presence.		
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D.5. List all executive staff and their compensation (other than per diem).

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Eileen Ayuso	Executive Director	\$68,520.00	15.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

Organization Chart 11.19.pptx

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

Describe the hiring process and how it is structured to provide the most diverse candidate pool. Best practices for accessing a diverse hiring process and candidate pool include:

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 the 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, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	2			1		
Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time	2	0	0	1	0	0

Please enter the total number of **Temporary/Part-Time** Positions (FTE) and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians						
Office/Clerical	1					1
Laborers/Service Workers				2	1	1
Total Part-Time/Temp	1	0	0	2	1	2

D.8.



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

2022 Board of Directors.docx

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

10

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

2

ABILITY (5 POINTS)

D.11. If this is an application for new funding, please describe the steps your organization will take to establish an

action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.

The Shalom Project is not applying for new funding but rather funds to support the costs of operating and expanding current services.

D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?

All three of The Shalom Project's basic needs programs—Food Pantry, Clothing Closet and Medical Clinic--were able to pivot and remain fully operational throughout the COVID 19 pandemic, serving both existing and new patients and clients throughout. The organization learned the importance of safety precautions and maintain practices incorporated as a result of the pandemic to date.

The Flourish Program has been in existence in some form for over seven years. It has provided services for over 40 women over those years, with incredible success in delivering its goals and outcomes. Flourish operated in a condensed version during the course of the pandemic and is now ready to expand its capacity to meet the increased need of financially marginalized communities hit hardest by the pandemic. Flourish consistently graduates two-thirds of our participants, including a 100% graduation rate of eligible participants in 2022. Flourish concluded the nine-month session with each participant securing meaningful employment, with half of them stating that they accomplished each of the financial goals they set in conversation with their financially stable volunteer Companions during the course of the program.

D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?

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 and Instagram pages, through the United Way's 211 Helpline, at all our programs (so clients are fully aware of all our services), and through collaborative partners and supporters, social service agencies, hospital personnel and other service providers. Both Shalom Project locations are accessible by bus, car, and within walking distance of downtown Winston-Salem with ample parking provided. Both locations are on main WSTA bus routes.

E. Cost Effectiveness

Case Id: 16202

Name: The Shalom Project, Inc. - 2023/24

Completed by director@theshalomprojectnc.org on 11/18/2022
4:40 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 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$116,500.00	\$139,800.00	\$153,780.00
Fundraising	\$10,000.00	\$12,000.00	\$12,500.00
Management and General	\$341,620.00	\$443,730.00	\$474,160.00
Total Expenditures by Program	\$468,120.00	\$595,530.00	\$640,440.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$212,500.00	\$233,750.00	\$243,100.00
Employee Benefits	\$32,000.00	\$35,200.00	\$38,720.00
Facility Rent and Utilities	\$40,500.00	\$125,000.00	\$137,500.00
Training and Conference Registration	\$3,000.00	\$3,500.00	\$3,500.00
Membership and Dues	\$1,000.00	\$1,200.00	\$1,200.00
Travel and Transportation	\$1,500.00	\$1,500.00	\$1,500.00
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	\$177,620.00	\$195,380.00	\$214,920.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$468,120.00	\$595,530.00	\$640,440.00

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$0.00	\$0.00	\$100,000.00
Forsyth County	\$0.00	\$0.00	\$100,000.00
State of North Carolina	\$175,000.00	\$200,000.00	\$150,000.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00

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Memberships	\$1,000.00	\$800.00	\$1,200.00
Donations	\$121,500.00	\$125,000.00	\$130,000.00
Foundation Grants	\$50,000.00	\$50,000.00	\$50,000.00
Interest and Investment Income	\$120.00	\$1,000.00	\$1,500.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$120,500.00	\$218,730.00	\$107,740.00
Total Revenues by Category	\$468,120.00	\$595,530.00	\$640,440.00

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

Other expenses include printing, postage, property taxes, accounting fees, board development, insurance, office supplies, depreciation, equipment upkeep and purchase, outreach and branding and volunteer development and training. Other income includes faith community grants and donations, United Way grants, and fundraising income.

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
2022	None	\$0.00

E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Support of Shalom Project programs and expansion of these services	\$100,000.00	\$540,440.00	County ARPA funds, Foundation grants, individual donations, NCDRH grant, NCAFCC grants, faith community grants and donations, corporate sponsorships and fundraising income
	\$100,000.00	\$540,440.00	

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 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:	\$100,000
Number proposed to be served for the year:	1300
Average City funds per beneficiary:	\$76
Proposed funds from all sources:	\$640,440
Number proposed to be served for the year:	1300
Average total funds per beneficiary:	\$492

F. Required Documents

Completed by director@theshalomprojectnc.org on 11/18/2022
4:49 PM

Case Id: 16202

Name: The Shalom Project, Inc. - 2023/24

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Basic Conflict of Interest Disclosure Form.docx

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

2021 Tax Return.pdf

Organization By-Laws *Required

TSP Bylaws revised2020.docx

Articles of Incorporation *Required

Articles of Incorporation.pdf

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

Personnel Policy 2014.pdf

IRS 501(c)3 Designation Letter *Required

IRS Determination Letter.pdf

Audited Financial statements or third-party review from 2020 and 2021 *Required

Reviewed Financial Statements as of 12.31.21.pdf

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: 16202
Name: The Shalom Project, Inc. - 2023/24
Address: *No Address Assigned

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4:49 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

Completed by director@theshalomprojectnc.org on 11/18/2022
4:49 PM

Case Id: 16202

Name: The Shalom Project, Inc. - 2023/24

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 and provide 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.

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	Govt Funding
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Documentation

Development budget 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*

Participant/program data sample report

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

I. Emergency Shelter Only

Completed by director@theshalomprojectnc.org on 11/18/2022
4:49 PM

Case Id: 16202
Name: The Shalom Project, Inc. - 2023/24
Address: *No Address Assigned

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	\$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 director@theshalomprojectnc.org on 11/18/2022
4:50 PM

Case Id: 16202

Name: The Shalom Project, Inc. - 2023/24

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 director@theshalomprojectnc.org on 11/18/2022
4:50 PM

Case Id: 16202

Name: The Shalom Project, Inc. - 2023/24

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.

Eileen Ayuso

Electronically signed by director@theshalomprojectnc.org on 11/18/2022 4:50 PM

IDIS Setup

No data saved

Case Id: 16202

Name: The Shalom Project, Inc. - 2023/24

Address: *No Address Assigned

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