

**Buncombe County FY2019 Strategic Partnership Grants
Application Summary Sheet**

Project	Eliada Students Training for Advancement (ESTA)
Organization	Eliada Homes, Inc

Amount Requested	\$25,000	Strategic Priority or Sustainability Goal	Diverse Community Workforce
New or Renewal Request	New	Area Served	Districts 1, 2 and 3

Organization Description	<ul style="list-style-type: none"> Eliada’s mission is Helping Children Succeed. Eliada provides a cradle to career continuum of services for over 600 youth annually. In partnership with families, we meet basic needs and provide positive child and youth development programming. Eliada also has high level intervention and prevention services for children and adolescents that focus on social and emotional well-being, life skills development, career readiness, and trauma informed treatment.
Key Steps	<ul style="list-style-type: none"> Recruitment Activities at Community High School (Speaking opportunities w/ students, Meetings w/ school administrators) Program Entry (Application process, Develop of Individual Service Strategy for each student) On-campus workshops occur Mondays and Thursdays from 3-6:30pm (Etiquette, Hospitality 101 Golden Opportunities curriculum, S.M.A.R.T. Goals, Resume Workshop & Interviewing Skills, etc) Career Pathway milestones (3-5 Hotel Tours, Job Shadowing at Hotels – 1 to 2 departments they wish to shadow with – this is completed in a 2-day time frame, Unpaid Internship – 2 shifts at a Hotel, 1 month Paid Apprenticeship, Supervisor evaluation) Educational milestones (High School diploma/GED completion/Grade Level Advancement Certification from The American Lodging Association – Guest Services Professional
People Served	<ul style="list-style-type: none"> Youth 16-22 who have multiple barriers to employment Students should be testing at a Level 3 or above on their end-of grade exams. 61.9% of students at Community High School are testing at Level 1, 19.5% are testing at Level 2, and only 18.6% of students testing at a Level 3 or above. Only 13.6% of students are considered to be College & Career Ready.
Outcomes	<ul style="list-style-type: none"> 80% of participants achieve entry level employment with wage progression opportunities 85% of participants achieve a high school diploma/GED 85% of participants will improve their independent living skills 80% of participants will increase their resiliency protective factors by 3 factors

Budget			
Amount Funded FY2018	n/a	Increase Request	n/a
Administrative Budget	12% (from 2016 IRS Form 990)	Total Organization Budget	\$10,928,610 (projected FY2019)
Other Funding Sources: Foundation Grants, Contributions, including Eliada Foundation, Program Service Fees, Federal Grants, State Government Grants, Special Events, and Investments			

Strengths
Diverse/Balanced funding sources
Strong implementation plan
SMART Outcomes (specific, measurable, achievable, realistic and, time-bound)

Eliada Students Training for Advancement (ESTA)

FY2019 Strategic Partnership Grants

Eliada Homes, Inc

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Application Form

Question Group

Project Name*

Name of Project.

Eliada Students Training for Advancement (ESTA)

Amount Requested*

\$25,000.00

PROJECT NARRATIVE

Area Served*

Which areas of the County will be served by this project? Which Commissioner District(s) will be served?

A Buncombe County Commissioner district map is available at [THIS LINK](#).

Youth who attend Community High School come from across the County. This project thus serves the whole County - Commissioner Districts 1, 2, and 3.

Organization Description*

Tell us about your organization. What is your mission? Highlight two or three key facts and accomplishments that best define your organization.

Eliada's mission is Helping Children Succeed. We provide a cradle to career continuum of services for over 600 youth annually. In partnership with families, we meet basic needs and provide positive child and youth development programming. We also have high level intervention and prevention services for children and adolescents that focus on social and emotional well-being, life skills development, career readiness, and trauma informed treatment. Eliada is uniquely defined by:

1. Service to children for 115 years: Eliada has shown our adaptive capacity to meet the shifting needs of the community.
2. Depth of experience and expertise of staff: There are staff at Eliada who have been at the agency since the 80s. Treatment staff provide clinical depth, and teaching staff provide expertise in special education and early childhood models.
3. Campus based programming: Eliada's property is a resources to all programs including access to hiking, therapeutic animals, gardening, and more.

Strategic Priority*

Which of the following priorities best reflects the primary goal of your project?

Buncombe County Commissioners are dedicated to strengthening the quality of life for everyone by setting new fiscally, socially and environmentally responsible goals that will guide decisions and improve our community for future generations. The Board has committed to strategic priorities as a guide to shape partnerships and investments of resources to insure a healthy, safe, well-educated, thriving and sustainable community.

Details about the Strategic Priorities are available at [THIS LINK](#).

Diverse Community Workforce

Strategic Priority - Other Sustainability Goal

If you selected "Other Sustainability Goal" from the list of Strategic Priorities, please list it here.

Details about the Sustainability Goals are available at [THIS LINK](#).

Shared Vision*

What critical community problem or challenge are you hoping to improve through this project?

In the 2016 Buncombe County Sustainability report, workforce development is identified as a key economic goal. The report outlines objectives including 1) identifying and reducing barriers to employment, 2) providing robust job training that matches with workforce demand, and 3) encouraging collaboration across workforce and education sectors.

Eliada is looking to address the workforce development challenges for older youth with multiple barriers to employment. These youth face financial insecurity, low self-efficacy, housing instability and lack role models to support them through their transition to adulthood. They have limited resources concerning independent living, educational resources, and career development opportunities.

Simultaneously, the local hospitality industry is having trouble recruiting entry level go-ready employees with 21st century skills. ESTA seeks to work with youth at this critical life transition, while helping to meet the needs of this growing industry.

Key Steps*

How will the project work? What are specific activities and milestones that your project entails?

Recruitment Activities at Community High School

- Speaking opportunities w/ students
- Meetings w/ school administrators

Program Entry

- Application process
- Develop of Individual Service Strategy for each student

On-campus workshops occur Mondays and Thursdays from 3-6:30pm

- Etiquette
- Hospitality 101
- Golden Opportunities curriculum

- Life skills
- 21st century workplace skills
- Navigating community resources
- Independent living
- Financial Planning
- Daring Way & Self Esteem
- Sexual Harassment
- S.M.A.R.T. Goals
- Resume Workshop & Interviewing Sills

Career Pathway milestones

- 3-5 Hotel Tours
- Job Shadowing at Hotels – 1 to 2 departments they wish to shadow with – this is completed in a 2-day time frame
- Unpaid Internship – 2 shifts at a Hotel
- 1 month Paid Apprenticeship
 - o Supervisor evaluation

Educational milestones

- High School diploma/GED completion/Grade Level Advancement
- Certification from The American Lodging Association – Guest Services Professional

People Served*

Who are the members of our community this project will serve? How many people will be served? Include demographics, including age, area median income, race, neighborhood and/or school.

ESTA focuses on the hardest to reach youth 16-22 who have multiple barriers to employment. Eliada has developed a partnership with Community High School and this grant specifically targets youth attending this school.

To be considered grade level proficient, students should be testing at a Level 3 or above on their end-of-grade exams. 61.9% of students at Community High School are testing at Level 1, 19.5% are testing at Level 2, and only 18.6% of students testing at a Level 3 or above. Only 13.6% of students are considered to be College & Career Ready.

Youth who attend Community High School have academic struggles that are precipitated by behavioral and mental health issues, juvenile justice involvement, early pregnancy and parenting, homelessness, foster care involvement, and more. Eliada works with Community High School to recruit youth who need additional support in eliminating these barriers and identifying a career pathway, and developing a post-secondary school plan.

Partners*

Which other organizations are you working with to reach your goals? What other local organizations provide similar services or serve similar beneficiaries, and how do you work together?

ESTA has strategically partnered with businesses, non-profit agencies, and educational institutions in the community. ESTA partners with Community High School in the referrals for participants.

To teach financial literacy courses, ESTA partners with OnTrack, a local non-profit in WNC that provides financial education and counseling. Goodwill Industries of WNC partners with ESTA to teach the Golden Opportunities curriculum. Our Voice teaches youth about Sexual Harassment & Human Trafficking.

ESTA is partnering with the Buncombe County Hospitality Industry Workforce Development Board of the Chamber of Commerce to work closely with leading businesses in the Hospitality Industry. Hotels in the region including Biltmore, Omni Grove Park Inn, The Renaissance, Aloft, Hilton, and Grand Bohemian partner with ESTA in providing job shadows, internships, paid apprenticeships, professional mentorship, and employment opportunities to students.

Personnel*

Who is responsible for the project? Briefly describe project leaders and the role each will play in the project. How do these leaders reflect the population or community that you serve?

Ted Stump is ESTA's Workforce Development Director and has lead the program for the last year. He has built the partnership with Community High School along with partnerships with each hotel and program partners including Goodwill, OurVoice, and more.

Yvonne Leppi is ESTA's Academic and Career Connections Specialist. She provides Case Management for youth in the program and helps plan and facilitate workshops. She has experience as a Guardian ad Litem, experience working in Buncombe County Schools, and experience as a companion worker with The ARC.

Kelly Shusko is Eliada's Performance Quality Improvement Director. She guides ESTA in data collection and outcomes reporting.

Tracey McCrain is Eliada's Chief Operating Officer and provides oversight of all program operations at Eliada including ESTA.

Becky Williams is Eliada's CFO and is responsible for all budgeting and fiscal oversight of grants.

Success*

How will you measure results? What will success look like? How will you document the impact of your project? Include whether there is a model that serves as basis for project design.

80% of participants achieve entry level employment with wage progression opportunities

Tracked

- Apprenticeship reviews from Supervisors
- Completion of industry certifications
- Post-program employment

85% of participants achieve a high school diploma/GED

- Report cards, attendance & qualitative reports collected on a quarterly basis

85% of participants will improve their independent living skills

Tracked

- The Restrictiveness of Living Environment Scale measures appropriateness of living environment.
- The Ansell-Casey (independent life skills) assessment is used upon program entry and exist.

80% of participants will increase their resiliency protective factors by 3 factors

- Participants fill out the Resiliency Protective Factors checklist upon program entry and exist.

The best practice model that ESTA utilizes is recognized by the federal government as Positive Youth Development (PYD). PYD emphasizes building resiliency in youth and experiential learning curriculums.

Funding*

What is your plan for finding the balance of the project budget? What is your funding timeline and what are your other sources of support?

ESTA currently has other sources of support. These include:

The Duke Endowment—funds youth who are aging out of foster care in the program.

Sisters of Mercy Foundation of NC—currently funds the salary of the Program Director. We anticipate renewal of this funding.

United Way of Asheville-Buncombe—currently partially funds the apprenticeships of the youth in the program. We anticipate renewal of this funding.

Wells Fargo Foundation—provide general support of the program.

Individual donors—provide general support of the program.

There are other grant opportunities that Eliada is pursuing this year to also support the ESTA program including:

SunTrust Foundation

Bank of America

The Community Foundation of Henderson County-Perry Rudnick Fund

Eliada is also developing a plan to approach our partners in the Hospitality Industry about sponsoring the apprenticeships of the youth in the ESTA.

Sustainability*

How will this project be maintained? Please describe funding sources and how you plan to sustain the project in future years.

The long term sustainability plan for ESTA is to build partnerships with private industries and businesses in WNC. By listening to their needs as employers, ESTA can tailor the program to teach the appropriate skills and knowledge that will immediately benefit employers upon hiring an ESTA participant. Currently in year 2, by year 4, the cost of training and apprenticeships will substantially shift to the businesses who will invest in ESTA participants—more in line with a traditional apprenticeship model. Thus the cost of ESTA is reduced and partners are investing in youth in the program.

Additional program costs will be built into Eliada's organizational budget funded by our general operations. Eliada is ramping up fundraising to cover all program gaps and give all our programs greater flexibility than government contracts allow for. In order to ramp up fundraising, Eliada's Resource Development team is increasing emphasis on Major Gifts, Planned Giving, and Business Development.

ATTACHMENTS

Project Budget*

Download the budget form at [THIS LINK](#).

Complete the budget form for this project and the overall organization.

Save it to your computer, then upload it.

Budget Form for ESTA Application_Eliada Homes.xlsx

Financial Statements*

Upload a copy of the most recently completed financial statements.

All financial statements must be audited, reviewed or compiled by a certified public accountant and include a full balance sheet, income statement, and cash flow statement.

If your organization does not have financial statements, briefly state the reason.

2016-2017 Eliada Homes Audited Financial Statements.pdf

IRS Form 990*

Upload a copy of the 990 nonprofit tax reporting form that you most recently completed.

If your organization does not have a 990, briefly state the reason.

Eliada Homes 990 July 1 2015 - June 30 2016 990.pdf

Board of Directors List*

Upload a current list of your organization's Board of Directors.

If your organization does not have a board of directors, briefly state the reason.

Updated_Board of Trustees 2017-2018.docx

Authorized Signatory

By typing in below the name of the authorized signatory and date of submittal, you acknowledge that your governing body has authorized this application, that it is true and current to your knowledge. As a condition of any grant awarded, this organization will provide all information in the manner described in the contract to be executed between the organization and Buncombe County or its designee, including program and financial reporting.

Name & Date

Rebecca Williams, CEO, 2/9/18