

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

<b>Project</b>	<b>Enhancing Employment Pathways in the Margins in Buncombe County</b>
<b>Organization</b>	<b>Green Opportunities</b>

<b>Amount Requested</b>	\$200,000	<b>Strategic Priority or Sustainability Goal</b>	Diverse Community Workforce
<b>New or Renewal Request</b>	Renewal	<b>Area Served</b>	Districts 1, 2 and 3

<b>Organization Description</b>	<ul style="list-style-type: none"> <li>Green Opportunities (GO)'s mission is to connect youth and adults from low-wealth neighborhoods to sustained employment that supports families and improves community sustainability. GO provides free technical training and job placement services to people facing employment barriers in Buncombe County. GO was founded in 2008 by two community members who created a training program for young people focused on preparing them for green collar jobs. GO now offers three training programs: Construction, Kitchen Ready (culinary arts), and Ready To Work (soft skills and job success).</li> </ul>
<b>Key Steps</b>	<ul style="list-style-type: none"> <li>Ongoing recruitment of students occurs through social media, partner outreach and referrals</li> <li>Three 15-week training cycles provide portable industry certifications in GO's Southside Construction program</li> <li>Twice monthly, three-day intensives provide soft skills and confidence building thru GO's Ready To Work program</li> <li>Four 11- week Kitchen Ready training programs provide Catalyst Kitchens certification in culinary skills</li> <li>Case management is provided weekly throughout training, and for one year after completion, to overcome barriers to success</li> <li>GO maintains existing and recruits new employment partners who agree to employ GO grads</li> <li>Job placement staff work to place graduates in jobs or post-secondary ed.</li> </ul>
<b>People Served</b>	<ul style="list-style-type: none"> <li>The majority of GO clients are people of color who face employment barriers that may include a criminal record. GO will serve at least 98 clients in the 2018-19: Less than 80% of AMI for Buncombe County. Youth and young adults, age 16-24, must be out of school (dropped out/no diploma) and unemployed. Unemployed adults up to 70 years of age are also served. All GO clients subsist on incomes below the poverty line, and 37% are homeless. Some 67% have a criminal record.</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Outcome A: 41 Clients will be placed in permanent employment, paid internship, or post-secondary education</li> <li>Outcome B: 41 Clients will increase in their self-sufficiency/resilience measures as determined by ROMA/GRID scores</li> <li>Outcome C: 35 Clients will earn portable credentials that increase their employability</li> </ul>

<b>Budget</b>			
<b>Amount Funded FY2018</b>	\$50,000	<b>Increase Request</b>	\$150,000
<b>Administrative Budget</b>	31% (from 2016 IRS Form 990)	<b>Total Organization Budget</b>	\$2,148,325 (projected FY2019)
<b>Other Funding Sources:</b> Grants, Individual donations, Government funding, Private foundations, Contracts			

<b>Strengths</b>
Innovative and/or Creative program design
Project serves underserved, underrepresented, minority, and/or high-need population
SMART Outcomes (specific, measurable, achievable, realistic and, time-bound)

# Green Opportunities: Enhancing Employment Pathways in the Margins in Buncombe County

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*FY2019 Strategic Partnership Grants*

## ***Green Opportunities***

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Dianne White Ledbetter  
PO Box 7235  
Asheville, NC 28802

info@greenopportunities.org  
O: 828-398-4158

## ***Dianne White Ledbetter***

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PO Box 7235  
Asheville, North Carolina 28802

dwledbetter@greenopportunities.org  
O: 828-398-4158

# Application Form

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## Question Group

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### Project Name\*

Name of Project.

Green Opportunities: Enhancing Employment Pathways in the Margins in Buncombe County

### Amount Requested\*

\$200,000.00

## 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](#).

This project will serve low-income residents from any area of Buncombe County, age 16 and up.

### Organization Description\*

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

Green Opportunities (GO)'s mission is to connect youth and adults from low-wealth neighborhoods to sustained employment that supports families and improves community sustainability. GO provides free technical training and job placement services to people facing employment barriers in Buncombe County. GO was founded in 2008 by two community members who created a training program for young people focused on preparing them for green collar jobs. We now offer three training programs: Construction, Kitchen Ready (culinary arts), and Ready To Work (soft skills and job success). In the past three years, GO has graduated 130 students, placing 78% into jobs, apprenticeships, or post-secondary education and has awarded 304 portable industry certifications. Students receive case management for one year after graduation. GO also creates jobs through community-based social enterprises. GO's Southside Kitchen—operated by our Kitchen Ready students—serves hundreds of free/low-cost meals each week.

### 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?

US Census data show that Buncombe County has a total unemployment rate of 3.7%. But there are pockets where unemployment is much higher, including census tracts 2 and 9, where the unemployment rate is 50% (tract 2) and 24.5% (tract 9). Buncombe's overall poverty rate is 14.8%, but in GO's Southside neighborhood, the poverty rate is 48%. In public housing, some 67% of families earn less than \$10,000 per year. GO recruits from low-income areas across Buncombe County with a focus on distressed areas and public housing developments where 67% of families earn under \$10,000/year. Over 70% of households in the Southside neighborhood surrounding our training center earn less than \$25,000 annually and 42% in our key focus areas (tracts 2 and 9) live below the poverty line. Job training and placement services are not well developed in GO's service area. Employers in Buncombe's top employment sectors--hospitality and construction--struggle to find employees to perform essential functions.

## Key Steps\*

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

Proposed activities will run 7/1/18 - 6/30/19 as follows:

1. Ongoing recruitment of students occurs through social media, partner outreach and referrals
2. Three 15-week training cycles provide portable industry certifications in GO's Southside Construction program
3. Twice monthly, three-day intensives provide soft skills and confidence building thru GO's Ready To Work program
4. Four 11- week Kitchen Ready training programs provide Catalyst Kitchens certification in culinary skills
5. Case management is provided weekly throughout training, and for one year after completion, to overcome barriers to success
6. GO maintains existing and recruits new employment partners who agree to employ GO grads
7. Job placement staff work to place graduates in jobs or post-secondary ed.

## 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.

The majority of GO clients are people of color who face employment barriers that may include a criminal record; lack of stable housing, transportation, childcare, and healthcare; substance abuse; low basic education; and limited work experience. GO will serve at least 98 clients in the 2018-19 project year with the following requirements: We do not serve violent or sex offenders, and clients must earn less than 80% of AMI for Buncombe County. Youth and young adults, age 16-24, must be out of school (dropped out/no diploma) and unemployed. Unemployed adults up to 70 years of age are also served. All GO clients subsist on incomes below the poverty line, and 37% are homeless. Some 67% have a criminal record. GO data show that 62% of students enrolled in our training programs lack driver's licenses or access to transportation; 37% lack a high school diploma or GED, and 17% are on probation or house arrest.

## 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?

GO works with a long list of partners to support our recruiting, training, case management, job placement, and social enterprise activities. ABTech is a key partner, providing continuing education credits and GED certification. Employer partnerships include Biltmore Farms, Brasfield and Gorrie, and the City of Asheville. GO is the only Buncombe agency that provides job training, placement, plus wrap-around case management and support services that follow clients for one year, even after they have found work. Goodwill provides job training, as does ABTech (providing GED and other certifications); but neither provides case management. ABCCM provides job training only for veterans. SPARC provides job placement and case management, but focuses on clients with a criminal record and provides no vocational training. SPARC's work in this arena is the focus of a new partnership, since GO does not serve sex/violent offenders, while SPARC has solid expertise with these clients.

## 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?

GO emerged as a community organization in 2008 and remains committed to reflecting the population we serve, both in governance and staffing. GO's Board is co-chaired by a woman of color who is a resident of public housing in our Southside neighborhood. The program is led by a person of color who has personally experienced incarceration, now serving as Executive Director (J. Hackett, B.A. Sociology), with Administrative Services Director (L. Lemons, B.A. Communications) and Training and Support Director (S. Andrew, Master of Science), plus the Construction Program Manager (an African American and certified life coach) and the Executive Chef Instructor (African American). Program delivery is overseen by the Construction Program Manager, the YouthBuild Coordinator, and the Executive Chef; the latter two are graduates of GO programs. Instruction is delivered by 5 instructors employed by GO (all are female or African American), with GED prep provided by an ABTech instructor in our location

## 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.

GO training programs align with nationally recognized systems and best practice standards for workforce development, as promulgated through the US Department of Labor and the Workforce Innovation and Opportunity Act, using evidence based curricula from WIOA's YouthBuild program and from Catalyst Kitchens.

Outcome A: 41 Clients will be placed in permanent employment, paid internship, or post-secondary education

Outcome B: 41 Clients will increase in their self sufficiency/resilience measures as determined by ROMA/GRID scores

Outcome C: 35 Clients will earn portable credentials that increase their employability.

A) is determined when a GO case manager documents a client's pay stub at a permanent place of employment. Length of employment is tracked by case managers and documented in our Sales Force database. B) is determined when a GO case manager completes a ROMA assessment of each client at quarterly intervals. C) is documented through copies of students' earned (certified) credentials.

## 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?

Funding for the 2018-19 project year is committed through a combination of public and private grants, donations, and GO's enterprise operations (mainly Southside Kitchen and Catering and GO Staffing); GO is seeking the balance of funds needed to sustain operations through pending requests to the City of Asheville's CDBG program, the Mountain Area Workforce Development Board, and the Asheville Merchants Association among others (see attached budget for a complete list of committed and pending funding sources). GO also enjoys robust support through in-kind donations of expertise and tangible resources from community partners such as All Souls Counseling (a service of All Souls Episcopal Church).

## Sustainability\*

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

GO has developed a three-year strategic plan with a focus on developing its donor fundraising and social enterprises. Over the last few years, GO has developed social enterprises to generate unrestricted revenues to be utilized by the organization to decrease its dependency upon grant funding and establish a more sustainable funding model. For FY 17/18, GO's Southside Kitchen (SK) social enterprise is projected to generate \$300,000 in revenues. This represents growth from FY 16/17, when SK brought in approximately \$110,000 in revenues. During this same fiscal year, GO launched a staffing agency to provide temporary to permanent work for individuals seeking employment from the marginalized communities in our service area. The staffing agency is currently on track to generate \$500,000 in revenue for the organization. By investing in social enterprises, GO fulfills its mission of connecting people with jobs, while acting as job creator for program graduates and others in the community.

## 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.

GO strategic-partnership-grants-FY2019 Budget.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.

Green Opportunities 2017 Financial Statements PROOF.pdf

We have attached our completed FY 16/17 audit results. They have been presented and approved by our Board of Directors, but we have not received the final copy without the proof watermark.

## 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.

10419N1\_GREEN OPPORTUNITIES INC\_2016\_Extension.pdf

Our auditors filed an extension for our FY 16/17 990 which I have attached. The audit process took longer than anticipated which led us to filing an extension.

## 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.

GO Board List Contact 2017-2018.pdf

## 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

Joseph T. Hackett, February 9, 2018

