

Transformation Village for Women and Children Capital Project

FY 2018 Buncombe County Community Funding

Asheville Buncombe Community Christian Ministry

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Application Form

Project Name*

Name of Project

Transformation Village for Women and Children Capital Project

Amount Requested*

Amount Requested

\$100,000.00

Service Area*

Which Commissioner Districts are served by this program?

Access a map of Buncombe County Commissioner districts [here](#).

District 1

District 2

District 3

Which county sustainability goal aligns best with the goals of this project?*

Based on the Buncombe County Sustainability Plan, select a Category, Goal & Objective that align with the focus of the project and the specific results that will be achieved.

Access the Buncombe County Sustainability Plan [here](#).

Community > Affordable, Green, and Liveable Housing > Ensure the availability of a diverse housing stock

If applicable, select a second sustainability goal that aligns with project goals.

Result 2 is optional - Select if project aligns with more than one Sustainability Category, Goal & Objective.

Economy > Workforce Development > Identify and reduce barriers to employment (e.g., childcare, transportation, housing, insurance)

If applicable, select a third sustainability goal that aligns with project goals.

Result 3 is optional - Select if project aligns with more than one Sustainability Category, Goal

& Objective.

Community > Affordable, Green, and Liveable Housing > Work in partnership with other organizations to assist families in finding safe, affordable housing

Project Description

Project Description*

Description of Project

In order to meet this growing need for housing for Buncombe County's most vulnerable homeless population, ABCCM will expand its current transitional housing program for women and children at Steadfast House by constructing Transformation Village (TrV), which will triple our capacity for this population in its first phase. Funding from Buncombe County will be used to offset the cost of completing Phase I of this facility, which will include a community center with at least 90 beds for transitional housing, a kitchen and dining facility to serve over 300 residents, a job training center offering 17 career-track programs in partnership with AB Tech, a children's education center, a playground, a computer center and library, a salon, and a medical clinic for onsite adult and pediatric care. An additional twenty 2-bedroom permanent supportive apartments for moms and their children will provide at least another 60 beds.

The transitional housing facility will contain 31 hotel-style rooms measuring 12' by 20'. Each unit will contain a bathroom and up to 3 beds. ABCCM will designate 15 beds for female veterans, expanding this capacity by 150%. Emergency bed capacity will increase by 400% from 6 to 24. Total capacity, including apartments, will increase current capacity by 300% from 50 to 150 beds.

Our transitional housing environment offers case management, with therapeutic counseling, education, job placement, life skills training, and career-track job certification training that leads to a living-wage job with permanent housing for most residents. In 2014, ABCCM implemented a "Steps to Success" program for residents that identifies goals within 16 competency areas to help residents self-manage and improve individual barriers and achieve the changes necessary to move to strength and success. ABCCM also manages a life-skills course catalogue that offers over 60 life-skills series quarterly.

How many people will this project serve?*

State the number of individuals or households in Buncombe County that will be served by this project. Also state the number of people that will experience the desired result. For example, if dropout prevention services are being delivered to 100 students, how many will successfully graduate from high school?

The first phase of TrV will be complete with the construction of the community facility and all accompanying facility spaces. The first phase will contain 150 beds. Residents stay with us an average of 6 to 9 months, and we anticipate serving 240 women and children in the first year of operations based on our current waiting list of over 200 women and 100 children and the number of individuals served annually at the Steadfast House. ABCCM currently places 80% of women, including 97% of moms with children, into permanent housing and ensures that they have a living-wage income averaging \$13.04 per hour. We estimate that approximately 200 women and children will graduate into secure, permanent or permanent supportive housing upon leaving TrV. This project expands area services as moms with male children over 12 years will

be housed in permanent supportive apartments. Long-term goals for TrV will be to also accept intact families after the completion of additional apartments in Phase 2.

Describe the people this project will serve.*

Characterize the demographics of the project's target population in terms such as age, gender, income, race, ethnicity, geographic area, etc. Include information about method of referral/recruitment of the target population.

Of the 253,178 residents living in Buncombe County, 13.9% are living with incomes at or below 100% of the Federal Poverty Level (FPL). Comparatively, 42% of single mother households are living with incomes at or below 100% FPL (2015 Census). With a less than 1% rental vacancy rate, many of these women and children find themselves homeless or unstably housed. A 2016 point-in-time count found 509 homeless within the Asheville area. Of these, 116 were female, 24 were under the age of 18, and 82 were domestic violence survivors. According to area school district statistics, 751 children from over 350 families enrolled in the 2015-16 school year were identified as homeless or unstably housed. ABCCM is committed to providing these Buncombe County residents with a safe place to recover, grow, and bridge out of poverty, including female veterans, single women, mothers, and children who are living with low-incomes and are homeless or living in domestic violence or other unsafe conditions.

What key steps will you take to achieve the results of this project?*

Describe the core elements of your implementation plan, including milestones that will take place within the funding timeframe.

The first phase of TrV will cost \$5.5 million to construct. ABCCM has raised \$3.79 million in pledges to date and has already secured 24 acres of land located adjacent to 45 Rocky Ridge Road, 28806. ABCCM has also completed the engineering and architectural planning phases of this project. We will begin site work on the road and water and sewer lines in December 2016 and are poised to break ground in March 2017. Construction will be ongoing through the grant period and is on track to be completed in early 2018. Operations at our current facility will be relocated to TrV once construction is complete. We will then sell our current property and begin Phase II of construction, which will include up to five additional permanent supportive housing neighborhoods that can be completed as funding becomes available. When completed, TrV will house up to 360 residents, with a total construction cost of \$12 million.

Describe the evidence of success that backs this project's approach.*

What evidence of success (i.e. evidence-based research, practice model, accreditation, industry standards, and/or other framework) are you using as a basis for your project design?

ABCCM's transitional housing programs are recognized as one of the best practices in North Carolina. Our transitional housing for veterans has been so successful that the National Veterans Technical Assistance Center named us among the top 4 veterans' programs in the nation, stating that participants "are not only graduating out of poverty but into the middle class and they are not coming back. Four out of five veterans are [graduating from] the program for good" (National Veterans Technical Assistance Center, Best Practice "Spotlight," July 2012). This year, ABCCM's Homeless Veterans Reintegration program was named a best practice by Syracuse University, and ABCCM was awarded the North Carolina Homeless Veterans Outreach Award by the American Legion Department of North Carolina. ABCCM utilizes these same best practices when

servicing our homeless civilian women and children. The "Steps to Success" program was developed by industry experts using evidence-based research.

Describe your data collection, tracking, and reporting procedures.*

Explain your methods for documenting project, service and client information. Include a description of any software or other tools utilized.

ABCCM's COO and CFO will oversee all construction, revenue, and expenses relating to this project. Construction will be documented and all permits, contracts, and agreements will be kept on file in hard copy and digital form. ABCCM uses Financial Edge as its accounting software. ABCCM is reviewed by an independent auditor each year and is consistently issued a clean opinion with no identified internal control deficiencies and no management letter.

Case Managers keep detailed records through Charity Tracker on all residents as they move through our transitional housing program. Multiple data points are tracked for each resident, including demographics, educational training, job placement, income, Steps to Success goal achievement, and more. Case Managers follow up with residents for 18 months after they graduate from the program, and other services and resources through ABCCM will continue to be made available, such as healthcare, household items, and food and clothing.

Explain your technological resources and capacity.*

Explain your current technological strengths and barriers and how this impacts your ability to track data and report outcomes. Who is responsible for adaptation and use of technology within your organization?

ABCCM has sophisticated technological resources and high speed fiber optics at all of our locations. ERC Broadband provides all the fiber connectivity and houses our servers with triple redundancy at their offices in the Federal Building. Electronic Office provides all maintenance and supportive services for our hardware, software, and networking and implements and monitors backup systems for the Network, Database, and Communication systems. Our on-site Computer Systems Manager, Mr. Tommy Crabtree, manages IT design and supportive services. ABCCM has invested in the Blackbaud database to integrate finances, grant management, donor and volunteer tracking, along with Volunteer Hub. We utilize Charity Tracker for our case management and reporting and the NC Homeless Management Information System (HMIS) database. ABCCM has robust tracking and reporting capabilities that are flexible and have powerful analytic capacity.

Organizational Profile

How does the proposed project support your mission and strategic plan?*

State your mission and the date of your most recent strategic plan, and explain how the proposed project helps advance your organizational goals.

ABCCM's mission is to create opportunities for congregations and the community to volunteer to serve their neighbors in need. ABCCM listens, offers hope, greets everyone with dignity and respect, fills the gaps for basic necessities, and offers short-term and long-term solutions to poverty. ABCCM serves anyone regardless of race, color, national origin, sex, age, religion, or disability.

Just as the Veterans Restoration Quarters grew out of our 2006-2010 strategic plan, TrV was the next logical step in our 2011-2015 plan. ABCCM currently operates according to 2016 strategic directions outlined by the Board of Directors and 6 guiding committees comprised of Board and community members in January. Our General Assembly of Churches, with 279 congregational members, adopted the plan as presented by the Board at our quarterly meeting in March. These strategic directions prioritize TrV as a key element in growing our services and impact in order to fulfill our mission.

What expertise/accomplishments do you have that are relevant to the proposed project?*

List your organization's strengths as well as accomplishments from the past 3 years that position the organization to be successful with the proposed project.

In the last 10 years, our operating budget and support has grown from \$2.1 million to \$6.5 million. In this time, we have added 80,000 sq.ft. of facilities. ABCCM experiences very little turnover, and all key staff have been employed from 5 to 35 years with us. As stated previously, ABCCM has an outstanding track record which continues to result in multiple awards and levels of distinction. Even though ABCCM has a broad array of services under its umbrella, we also effectively collaborate through the various coalitions and other supportive service providers in accomplishing our poverty remediation services. ABCCM currently manages eleven different federal, state, and county contracts for services. Our accounting system and administrative capacity allows for individualized grant management and tracking of resources to specific client activities. ABCCM's transitional housing and employment and training programs are currently recognized nationally as a best practice.

Describe partners that are critical to the success of your organization.*

List any external partners, intermediaries or advisors important to your success, and describe their role and evidence of their commitment. Describe successful collaborations with these people or groups.

ABCCM's volunteer Property Committee has members who are architects, engineers, contractors, plumbers, and electricians who oversee our projects and work with our COO to assist with monitoring and to develop resources that consistently bring our projects in under budget. ABCCM's great relationship with suppliers and businesses results in many materials being donated. Our 279 area churches and other community members consistently donate furnishings and interior decorations that significantly reduce overall project costs.

ABCCM maintains close partnerships with over 90 area organizations in order to implement its programs, including Helpmate, Homeward Bound, and AB Tech. ABCCM also received generous time donations from over 5,000 individual volunteers annually. These partnerships allow programs such as Steadfast House, and eventually TrV, to impact the lives of nearly 48,869 men, women, and children within our community each year.

Financial Information

Nonprofit financial assurance requirements:

Financial statements, prepared using a recognizable basis of accounting (i.e., modified accrual) and IRS Form 990s must be submitted to Buncombe County annually.

- Organizations with annual revenues of \$300,000 or greater must submit financial statements audited in accordance with generally accepted auditing standards.
- Those with revenues between \$100,000 and \$300,000 must submit financial statements reviewed in accordance with SSARS 19.
- Those with revenues of less than \$100,000 must submit non-disclosure financial statements compiled in accordance with SSARS 19.

All financial statements must be reported on by a certified public accountant and include a full balance sheet, income statement, and cash flow statement.

These requirements are considered minimum requirements. Organizations may submit a higher level of assurance than is required.

IRS Form 990 - Upload Here

Click Choose File to upload a copy of the 990 form you most recently completed.

Form 990 Exemption.pdf

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

Include a statement of intent to comply with nonprofit financial assurance requirements as listed above.

ABCCM is exempt from filing an IRS Form 990 as outlined in the attached file. ABCCM operates in accordance with all nonprofit financial assurance requirements, and will continue to comply.

Financial Statements - Upload here

Click Choose File to upload a copy of the most recently completed financial statements (audit, compilation or review).

2015 Consolidated Audit.pdf

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

Include a statement of intent to comply with nonprofit financial assurance requirements as listed above.

Complete Budget Worksheet - Upload Here*

Download the budget form [Here](#).

Complete the budget form for this project/program and the overall agency. Save it to your computer, then upload it by clicking Choose File.

fy-18- budget TV capital.pdf

Budget Narrative*

Describe all differences between current year and proposed year. List all pending funding sources with expected date of notification. Please detail any other information that may help clarify the budget.

ABCCM respectfully requests \$100,000 for capital expenditures to construct Transformation Village. To date, ABCCM has received \$3,285,870 in pledges and cash contributions towards the campaign goal of \$5.5 million, plus a \$500,000 forgivable loan from the Federal Home Loan Bank Atlanta to be paid in 2017, for a total of \$3,785,870. Remaining contributions are pending and actively sought from individual and foundation sources. Expenditures include the land purchase of \$968,896 and architectural and engineering fees of \$35,000. Current year budget includes the land purchase in addition to ABCCM's operations budget. Proposed year budget includes ABCCM operations budget plus the contributions needed to be raised for this project and the cost to complete the capital construction project.

What (if any) portion of requested funds will be used to support capital expenses?*

Capital projects are defined as those used to acquire or upgrade physical assets such as property, buildings, or equipment. Please detail.

All funding from Buncombe County will be used entirely to support capital expenses. This capital project will result in the construction of a new facility on land previously acquired for this purpose and will be fully the property of ABCCM.

Employee Wages

Please provide information about the wage breakdowns of your employees. Living wage for Buncombe County has been identified as \$11.00 per hour for employees with employer-provided health insurance and \$12.50 per hour for employees without.

Employees with employer-provided health insurance*

List the number of employees in your organization with employer-provided health insurance in each wage category. For salaried employees, use hourly wage equivalents.

\$7.25 - \$10.99 per hour

\$11.00 - \$14.99 per hour

\$15.00 - \$19.99 per hour

\$20.00 - \$24.99 per hour

\$25.00 - \$29.99 per hour

\$30.00 - \$34.99 per hour

\$35.00 - \$39.99 per hour

\$40.00+ per hour

All full-time employees over 1000 hours a year have access to employer-provided health insurance at no cost to the employee.

- \$7.25 - \$10.99 - 1
- \$11.00 - \$14.99 - 6
- \$15.00 - \$19.99 - 22
- \$20.00 - \$24.99 - 14
- \$25.00 - \$29.99 - 4
- \$30.00 - \$34.99 - 1
- \$35.00 - \$39.99 - 0
- \$40+ - 4
- Totals: 52

Employees without employer-provided health insurance*

List the number of employees in your organization without employer-provided health insurance in each wage category. For salaried employees, use hourly wage equivalents.

\$7.25 - \$12.49 per hour

\$12.50 - \$14.99 per hour

\$15.00 - \$19.99 per hour

\$20.00 - \$24.99 per hour

\$25.00 - \$29.99 per hour

\$30.00 - \$34.99 per hour

\$35.00 - \$39.99 per hour

\$40.00+ per hour

- \$7.25 - \$12.49 - 32
- \$12.50 - \$14.99 - 7

\$15.00 - \$19.99 - 1
\$20.00 - \$24.99 - 7
\$25.00 - \$29.99 - 0
\$30.00 - \$34.99 - 1
\$35.00 - \$39.99 - 0
\$40+ - 2
Totals: 50