

Eliada Students Training for Advancement

FY2021 Strategic Partnership Grants

Eliada Homes, Inc

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Application Form

INSTRUCTIONS

As part of the FY2021 Strategic Partnership Grants program, Buncombe County requests proposals for community-based projects working toward outcomes in alignment with Strategic Plan focus areas.

Please refer to the Grant Guidelines published on the Strategic Partnership Grants website at buncombecounty.org/grants for complete information about the grant program, including: Purpose; Funding; Eligibility; Timeline; Grant writing workshop; Review process; Awards; and more.

Applications are due by 5:00 on February 14, 2020.

BASIC INFORMATION

BASIC INFORMATION – Before completing the application, please tell us a little about the request.

Project Name*

Eliada Students Training for Advancement

Strategy*

Recognizing that some projects will use more than one strategy, select the strategy that most closely applies to this project:

- Environmental Stewardship - High quality air, water, farmland and renewable energy for future generations
- Educated & Capable Community - A county where all people thrive and demonstrate resilience throughout their lives
- Vibrant Economy - A robust and sustainable economy that builds on homegrown industries/talent and provides economic mobility for all
- Resident Well-Being - A county where residents are safe, healthy, and engaged in their community

Educated & Capable Community

Funding Request*

How much funding is this project requesting for FY2021?

\$25,000.00

Grant Guidelines*

Have you read and understand the information presented in the FY2021 Grant Guidelines Strategic Partnership Grants?

Click here for the Grant Guidelines.

If no, please contact County staff to request assistance: Rachael Nygaard, (828) 250-6536 or rachael.nygaard@buncombecounty.org.

Yes

Nonprofit Status*

Upload proof of nonprofit status, such as IRS Determination Letter or documentation from the North Carolina Secretary of State. If this documentation is not available, briefly state the reason.

IRS determination letter.pdf

Board of Directors*

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.

Board of Trustees 11.26.19.docx

APPLICATION

APPLICATION QUESTIONS – Responses to these questions will be scored by the grant committee. Each question is worth 10% of the final score.

Organization*

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. Eliada has been in this community for 116 years, and has adapted to meet the shifting needs of children over time. Today, we provide a cradle to career continuum of services for nearly 600 youth annually who are between 0 and 25 years old. Eliada is a campus-based agency with prevention and intervention services. In partnership with families, we meet basic needs and provide early education. 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's programs include Residential Treatment, Day Treatment, Foster Care, Child Development (child care, pre-k, and after school), and Workforce Development.

A few recent accomplishments that best define Eliada include:

- The opening of our Eliada Assessment Center and Reuter Transitional Cottage. With the Assessment Center, youth can stay close to home to receive a comprehensive clinical assessment. The goals are 1) avoiding out-of-home care, 2) reunifying youth with their family, and 3) connecting their family to community resources and support. With the Transitional Cottage, Eliada is stepping in to help youth who have languished in out-of-home placements for over 6 months, in order to transition them to a community setting with the proper resources and supports.

- In response to the 1% vacancy rate in childcare, Eliada opened a Child Care Center in partnership with Buncombe County to 60 additional children and their families.

- In the past couple years Eliada has received our license to perform adoptions, creating continuity and support to our foster parents. We've also expanded foster care recruitment in the 6 most western counties in WNC to help keep youth in the foster care system in their home county and near natural supports, while increasing the likelihood of reunification with biological family.

Need for the Project*

What is the main issue this project is established to address? What data or qualitative factors/stories are available to show that need?

Eliada Students Training for Advancement (ESTA) focuses on the hardest to reach youth 16-25 who are currently in or aging out of foster care, have come into contact with the juvenile justice system, are homeless, have experience in residential mental health placements, or have multiple barriers to employment. Currently, in Buncombe County there are vocational counseling programs, but these programs don't provide a high level of Case Management to address housing instability, transportation, and early parenting.

10% of youth age out of foster care every year in NC. After aging out, 25% will be homeless, 45% never complete high school, less than 3% achieve a college degree, and 50% are unemployed. These youth have limited resources and guidance concerning independent living, educational resources, and career development opportunities.

For youth who have been institutionalized or in restrictive systems such as the mental health system, foster care system, or juvenile detention, as they reach the age of legal adulthood, they are forced to act independently and responsibly without having had preparation. They face financial insecurity, low self-efficacy, housing instability, lack of family supervision and have a history of family criminality.

In 2018, the following statistics characterized youth in the ESTA program:

- 71% had unstable housing
- 43% were early parenting or pregnant
- Only 14% were high school graduates
- Had an average ACE (Adverse Childhood Experiences) score of 5.14 out of 10. This means on average they experienced 5 personal traumas in their childhood including abuse, neglect, hunger, exposure to drug abuse, exposure to violence, exposure to mental health issues in the household, and exposure to household members going to prison.
- 29% were court involved
- 29% had a mental health diagnosis
- 29% were in foster care

Project*

Explain the project and how it will work. Include the overall purpose and any models or evidence-based practices that will be included. What specific activities and milestones are included in the project plan?

ESTA is designed to assist youth in gaining the social, interpersonal, and vocational skills required to be an independent adult. Our program is designed to help students not just become employed, but access housing, education, transportation, childcare, mental health assistance, and substance abuse treatment if needed.

ESTA workshops last for 6-months and students meet 3 times every week: Tuesday, Wednesday, and Thursday, from 10am-1pm each day. In this time, youth work on:

1. Exploring career options
2. Academic goals
3. Life skills

The 6-month program also includes ongoing case management, volunteer activities and cultural competency training. If needed, ESTA will link youth with Outpatient Therapy and Peer Support services. Each student who completes the ESTA program is also connected with a mentor who serves as a role model and can provide advice and support. ESTA also continues to support participants for an additional 6 months after workshop completion through frequent check-ins and ongoing case management.

If participants are in need of emergency housing, ESTA also provides temporary housing options on our campus. This emergency housing is available to youth even after graduating from the program.

The overarching model of ESTA is Positive Youth Development (PYD). Students build positive and supportive relationships with adults outside of the foster care, mental health, and juvenile justice systems. ESTA also provides both a physically safe environment on campus, as well as psychologically safe environment, in which students have access to mental health care and counseling. A positive peer culture is built through weekly group reflections, team building activities and volunteer experiences. This works to create a sense of self-worth, belonging, reinforces positive behaviors, and builds confidence and leadership among students. <https://www.youthpower.org/positive-youth-development-pyd-framework>

People Served*

How many people will be served by this project? Describe the people served, including demographics such as geography, income, race & ethnicity, age, etc.

The ESTA Program is designed to serve out-of-school youth ages 16 and up in order to help them achieve stability and independence. ESTA serves 30 youth annually.

We plan to serve those youth affected by Raise the Age who are involved in the Juvenile Justice System but are not enrolled in school and are looking for alternative positive outlets to build skills, create positive peer connections, gain resiliency, overcome substance abuse, and prepare for a career in a desired industry. These youth will have a variety of justice involvement. We will prioritize those on diversion contracts, adjudicated youth, and delinquent levels 1. We will also serve post-release youth. These youth will be able to utilize their time with DJJ involvement to plan and prepare for their lives post-involvement.

also plans to serve youth who are aging out of foster care who are on the verge of homelessness. These youth have no financial or familial resources.

ESTA also targets other youth, 16-25, who face other barriers to employment including time spent in the mental health system and ongoing mental health issues, homelessness, and early parenting. ESTA participates in Coordinated Entry and receives referrals for homeless youth. 100% of program participants are low income.

The majority of youth in the program grew up in public housing in Asheville City and some are residents of Buncombe County.

Results*

What results do you hope to achieve with this project? Be specific about how much impact the project will have in line with Commissioner focus areas.

- 80% of youth in ESTA achieve entry-level employment with wage progression opportunities
- 85% of youth improve their independent living skills
- 80% increase their resiliency protective factors by 3 factors
- For homeless youth: 75% of youth achieve housing stability
- For early parenting youth: 75% will either obtain child care vouchers and a spot at a childcare center or develop a temporary child care solution until they obtain vouchers and a spot at a center

ESTA focuses on vulnerable populations highlighted in the 2015 Buncombe county community Health Assessment including those impacted by adverse childhood experiences, and a subgroup of the homeless population who are impacted by mental health issues and domestic violence. This program connects to two of the Commissioners' focus areas: educated and capable community and resident well-being. This program helps build the capacity of transitioning youth to live independently, and contributes to their well-being as they are at higher risk for health and mental health issues due to the trauma they experienced in childhood.

We believe this is a vulnerable population of our community. Through ESTA we provide youth the ability to build resilience during this critical life transition to adulthood so they can contribute to our community for the entirety of their adulthood.

Evaluation*

How will you know you have succeeded? Explain the project evaluation process, including specific measures that will be tracked.

Employment achievement and wage information, as well access to childcare, is collected through service notes made by case managers.

Independent living skills is measured by the Casey Life Skills Assessment is taken at program start and completion. This assessment measures:

1. Permanency
2. Daily Living
3. Self-Care
4. Relationships and communications
5. Housing and Money Management
6. Work and Study Life
7. Career and Education Planning
8. Looking Forward

The Resiliency Protective Factors Checklist is taken at program start and completion. Resiliency protective factors include these individual factors. The checklist also includes family and community factors:

1. You are able to think about your problems and figure out what you need to do to make it better
2. You are good at calming yourself down and thinking before you act
3. You feel good about yourself for the positive things you do
4. You have talents that you and society value
5. You believe you can influence what happens in your life with your decisions and actions
6. You have religious beliefs/spirituality that gives you support and helps you make decisions

7. You keep a positive attitude about life even when faced with hard times
8. You have a likeable personality that people want to be around
9. You believe you are a strong person because of the hard times you have faced in life
10. You are personally motivated to make positive changes in your life

Eliada participates in coordinated entry and data on the homeless status of youth is documented in the HMIS system. Eliada's case managers also use the VI-SPDAT tool which is a vulnerability index tool that determines the risk level for homelessness during each case management session. Over the course of being in ESTA, case managers look for the SPDAT score to decrease.

Collaboration*

List any formal and/or supportive partners. Describe their roles in the project. How will they make it stronger?

ESTA has multiple collaborative partners.

Referral partners direct youth to ESTA:

- Department of Social Services including Buncombe County LINKS and other Foster Care agencies
- School social workers and homeless coordinators
- Buncombe County Homeless Youth Initiative
- Organizations such as Helpmate, Trinity Place, Safelight, Steadfast House, Mary Benson House, YWCA, Swannanoa Christian Ministries, Nurse Family Partners
- Manna Foodbank in which ESTA will have application booths in the housing developments where Manna does pop-up foodbank markets.

Program partners provide workshops:

- OnTrack—financial literacy training
- Asheville-Buncombe Technical Community College—GED classes, industry certifications, and scholarships
- Green Opportunities—Culinary and construction training
- Goodwill—life skills training and training in the healthcare industry, skilled trades, and office technology
- Youth Villages Life Set program
- Omni Grove Park Inn Human Resources Department—resume writing workshops

Employment partners commit to interviewing youth if they have an open position.

- Mountain Area Workforce Development Board connects staff to employment opportunities in in-demand industries.

Construction industry:

- o IBEW
- o Lowes GUILD
- o MB Haynes
- o Bolton

Hospitality industry:

- o The Biltmore Company
- o Biltmore Farms
- o Aloft Asheville
- o The Omni Grove Park Inn
- o Sage Dining
- o Hospitality Linen

Health Care industry:

- o Accordius Health
- o Brooks-Howell
- o EmergeOrtho
- o Care Partners at Mission Health
- o Givens Estate

Manufacturing industry:

- o Mills Manufacturing
- o Amcor Flexibles Americas
- o GE Aviation Asheville

Other industries:

- o Asheville Police Department
- o Moog
- o TSA (Transportation Security Administration)

Budget*

Download a copy of the budget form [HERE](#). Complete the form, and upload it using the button below.

Explain how grant funds will be used, specifically what type of expenses will be covered by County funds. Describe other sources of revenue, including type of funding, source, restrictions and status.

FY21_SPGGrant_Budget_Form_Eliada to submit.xlsx

This source of funding:

The ESTA program has restricted sources of funding that are attached to certain populations of youth. Funding from Buncombe County will be used to support Case Management of youth who are Buncombe County residents and don't fit under other funding sources. Case Management includes a staff person helping youth:

- find safe, affordable housing
- address food insecurity
- access childcare if needed
- with transportation needs
- achieve GED or other high school equivalency
- apply for post-secondary education, training programs, and scholarship opportunities
- apply for jobs and secure employment
- access legal resources if needed
- access personal documents if they don't have any

Other sources of funding:

One source of funding is from the Juvenile Crime Prevention Council. This funding is attached to youth referred to us who are court involved and residing in Asheville City or Buncombe County.

Other potential sources of funding include (still pending) the Community Foundation of Henderson County, and CDBG and HOME funding from the City of Asheville. The Community Foundation funding is only for young moms residing in Henderson County. CDBG and HOME funds are tied to homeless youth who need assistance with security deposit, first month's rent, as well as Case Management to keep them from becoming chronically homeless.

Eliada also seeks funding from some private foundations to assist with the ESTA program including the Duke Endowment and Wells Fargo Foundation.

Other County Funding*

List all other Buncombe County funding that is provided to your organization. For each item, list the project being funded, amount of funding, source (grant, departmental contract, etc.) and whether funding is to be renewed for FY2021.

In FY 20 the county is funding Eliada's Outpatient Therapy Program specifically for youth in foster care through the Strategic Partnership Fund. Our funding award was \$21,000, and after two quarters of reporting, we have been reimbursed for \$9,549.29. Reimbursed for the whole fiscal year will most likely come in under our award amount based on the first half of the year.

In FY 20 the county is also funding Eliada's Child Development Center through the Early Childhood Fund. The County is helping Eliada add a Behavior Specialist position to our Center to better support children who have experienced trauma. This funding also helps Eliada with expanding wrap-around slots for Pre-K children. This helps parents who need additional care for their children in the afternoons so they can work full-time. Eliada was funded at \$86,985 and has gone through 1 reimbursement cycle. To date, Eliada has been reimbursed \$11,027 with two more rounds of reimbursement by the end of the fiscal year. We anticipate future reimbursements to be higher, as in the first quarter, it took us some time to hire a Behavior Specialist.

Sustainability*

How will the project continue to succeed after the funding of the grant? Explain your plan for making this an ongoing effort.

Eliada CEO, Cindy Davis-Bryant is also working with the Vocational Rehab to find funding for this population. There is currently no consistent source of funding for this transitioning population.

ESTA is funded by diverse sources. Private, local foundations help underwrite the costs of ESTA. The Juvenile Crime Prevention Council supports the case management of court-involved youth. Eliada is also looking to Community Development Block Grant and Rapid Rehousing funding to support case management for homeless participants in the program.

Additional program costs will be built into Eliada's organizational budget funded by our general operations. Eliada's fundraising team works with individual donors and Foundations to support programs like ESTA. Since ESTA began 7 years ago, the Duke Endowment, Sisters of Mercy Foundation, and Wells Fargo Foundation, has helped fund this program. We will approach private foundations about continued funding.

Beyond fundraising from diverse sources, Eliada is looking to other ways to support ESTA when resources fluctuate. Eliada's leadership launched Eliada Farms, LLC, a for-profit company that grows hemp and sells CBD products to the community, with 100% of net revenue returning to Eliada Homes to cover gaps in our operating budget.

OPTIONAL INFORMATION

OPTIONAL INFORMATION – This information will not impact grant scoring but will be helpful to the committee.

Partial Funding

If the project were to be offered a grant for partial funding, what factors would need to be considered?

The majority of the ESTA budget pays for staffing the program. With less funding, we wouldn't be able to carry all 4 case managers, and the number of youth we could serve would decrease. Eliada would still be able to run the program, just serve fewer youth. Eliada is requesting that the county cover a partial salary for one of our staff.

Resource Support

Beyond this grant request, how can Buncombe County support your organization with this project and in strengthening your work?

Buncombe County can best support our work by providing free resources to help us meet our goals around equity and diversity at Eliada.

As we outlined in the sustainability section, Eliada has diversified revenue for the ESTA program. The newer sources of funding we receive are highly restricted to specific populations or specific uses. A grant not mentioned in that section is one that pays for GED or high school equivalency attainment for youth in the program. This is a needed service for your youth, but funding sources like this don't underwrite the cost of staffing the program. Another grant we received last year helped with the transportation costs of youth in the program. Again, helping with transportation is vital to program success, but this funding source didn't underwrite the cost of staffing the program. Flexible funding allows us to serve vulnerable youth without having to make sure they fit into a certain category like "homeless" or "court-involved." Buncombe County can best support this program and our organization by providing funding opportunities that aren't highly restrictive.

Sustainability is not achieved in a single funding cycle. Buncombe County can also best support Eliada by providing multi-year opportunities.

Other

Is there anything else that you want the committee to know?

While adolescents have access to many services, upon turning 18, many young people find themselves completely alone and without familial or financial resources to support themselves. This transition, if not supported, can lead to youth becoming chronically homeless and unemployed. There are no consistent funding sources for this population of transitioning youth. Eliada believes that by supporting youth during this critical life transition, we can build resiliency and divert them from experiencing negative outcomes as adults.

File Attachment Summary

Applicant File Uploads

- IRS determination letter.pdf
- Board of Trustees 11.26.19.docx
- FY21_SPGrant_Budget_Form_Eliada to submit.xlsx



Department of the Treasury
Internal Revenue Service

P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248364799
Feb. 12, 2010 LTR 4168C E0
56-0611587 000000 00

00016030
BODC: TE

ELIADA HOMES INC
PO BOX 16708
ASHEVILLE NC 28816-0708

Employer Identification Number: 56-0611587
Person to Contact: Mrs K. Hopton
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Feb. 03, 2010, request for information regarding your tax-exempt status.

Our records indicate that your organization was recognized as exempt under section 501(c)(03) of the Internal Revenue Code in a determination letter issued in July 1942.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Beginning with the organization's sixth taxable year and all succeeding years, it must meet one of the public support tests under section 170(b)(1)(A)(vi) or section 509(a)(2) as reported on Schedule A of the Form 990. If your organization does not meet the public support test for two consecutive years, it is required to file Form 990-PF, Return of Private Foundation, for the second tax year that the organization failed to meet the support test and will be reclassified as a private foundation.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

0248364799
Feb. 12, 2010 LTR 4168C E0
56-0611587 000000 00
00016031

ELIADA HOMES INC
PO BOX 16708
ASHEVILLE NC 28816-0708

Sincerely yours,

Michele M. Sullivan

Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations I

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Strategic Partnership Grants Proposed FY2021 Project Budget (July 1, 2020 - June 30, 2021)

Organization Name:	Eliada Homes, Inc
Project Name:	Eliada Students Training for Advancement (ESTA)
Grant Amount Requested:	\$25,000

FY2021 Proposed Project Revenue	Amount	Committed or Pending?
Proposed Buncombe County Strategic Partnerships Grant	\$ 25,000	pending
The Duke Endowment	\$ 60,000	pending
Juvenile Crime Prevention Council	\$ 29,500	pending
HOME and CDBG funding	\$ 21,000	pending
Community Foundation of Henderson County	\$ 15,000	pending
Wells Fargo Foundation	\$ 20,000	pending
Individual donations	\$ 7,000	pending
List other sources:		
Total	\$ 177,500	

FY2021 Proposed Project Expenses	Proposed Grant	Other Funds	Total	Notes
Personnel	\$ 25,000	\$ 123,992	\$ 148,992	wages and benefits for 4 staff doing case management
Training		\$ 300	\$ 300	
Travel		\$ 5,888	\$ 5,888	staff travel to transport students and bus passes for students
Supplies / Materials		\$ 1,700	\$ 1,700	office supplies and equipment
Meetings (Food, Interpreting, Child Care, etc.)			\$ -	
Equipment / Furniture		\$ 1,710	\$ 1,710	depreciation on furnishings
Printing / Marketing		\$ 1,000	\$ 1,000	printing for workshops and recruitment
Licensing / Memberships / Dues / Subscriptions		\$ 1,189	\$ 1,189	background checks, driver's license checks
Client Support		\$ 12,200	\$ 12,200	rapid rehousing, food, clothing, GED assistance, college and career tours
Contracts			\$ -	
Professional Services (Legal, Accounting, etc.)			\$ -	
Insurance and Bonds		\$ 1,185	\$ 1,185	commercial insurance including professional liability
Building Maintenance (Rent, Utilities, Repairs, etc.)			\$ -	
Communications		\$ 1,872	\$ 1,872	2 cell phones for case managers to communicate with students
List other costs:			\$ -	
List other costs:			\$ -	
List other costs:			\$ -	
Total			\$ 176,036	

Overall Organization Budget	Amount	Notes
FY2019 Actual Year-End Revenue	\$ 10,363,253	
FY2019 Actual Year-End Expenses	\$ 10,645,938	Budget gap is made up through investment from Eliada Foundation.
FY2020 Adopted Budget Amount	\$ 8,779,126	Budget for this year is smaller due to closing some of our Residential Treatment Cottages. We plan to reopen once we can get a sustainable reimbursement rate from
FY2021 Proposed Budget Amount	\$ 9,042,499	