

Program Overview

Completed by eureka@eurekahouse.org on 4/11/2022 11:36 AM

Case Id: 15066

Name: Eureka Ministry, Inc. - 2022

Address: *No Address Assigned

Program Overview

Please provide the following information.



City of Winston-Salem
ARPA Transformational
Non-Profits Application

City of Winston-Salem
P.O. Box 2511
Winston-Salem, NC 27102
336-727-8000
ARPA@cityofws.org

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. [Click here](#) to view the scoring matrix. Scored applications will be reviewed by the City's Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.

Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (<https://www.cityofws.org/2809/Performance-Measures-Video>) for general information on performance measures.

Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City's YouTube page. The link for that meeting will be posted the morning of the meeting to the website: www.cityofws.org/clfrf

Contact Information

For any questions or concerns, please email ARPA@cityofws.org or call City Link at 336-727-8000.

A.Contact Information

Completed by eureka@eureka-house.org on 4/16/2022 12:26 PM

Case Id: 15066

Name: Eureka Ministry, Inc. - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

Eureka Ministry, Inc.

A.2. Mailing Address

3579 San Carlos Rd. Winston-Salem, NC 27105

A.3. Organization Website

www.eureka-house.org

A.4. Year 501 (c)(3) Status Obtained

2,003

A.5. Organization/Agency Fiscal Year

2,022

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?

Yes

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name

Harold

A10. Last Name

Smith

A11. Title

President

A12. E-mail

eureka@eureka-house.org

A13. Phone Number

(336) 782-3075

BOARD CHAIR

A14. First Name

John

A15. Last Name

Davenport

A16. E-Mail

jdavenport@davenportworld.com

A17. Phone Number

(336) 744-1636

A18. Term Expiration Date

03/31/2026

B. General Project Information

Completed by eureka@eurekahouse.org on 4/16/2022 2:58 PM

Case Id: 15066

Name: Eureka Ministry, Inc. - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

MERGE Educational/Job Training Program

B.2. Project Location/Address

3579 San Carlos Rd. Winston-Salem, NC 27105

PROJECT CONTACT/MANAGER

B3. First Name

Harold

B4. Last Name

Smith

B5. Title

Director

B6. E-Mail

eureka@eurekahouse.org

B7. Phone Number

(336) 782-3075

C. General Project Narrative

Completed by eureka@eurekahouse.org on 4/16/2022 12:43 PM

Case Id: 15066

Name: Eureka Ministry, Inc. - 2022

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C. General Project Narrative

Please provide the following information.

C.1. Provide description of project and how funds will be used

Eureka Ministry, Inc has a 20-year history of assisting ex-offenders residing in Winston Salem/Forsyth County through a number of programs. These include: 1) Transitional housing (from 2002-2020), 2) Housing assistance to locate housing and pay rental and utility deposits, and rent, 3) Men's Bridge: a partnership with the Forsyth Correctional Center and local churches to sponsor inmates out of prison on a twice monthly basis for life skill sessions), and more recently, M.E.R.G.E. The M.E.R.G.E. program, Making Education the Road to Gainful Employment was launched in 2020.

M.E.R.G.E. was developed to assist ex-offenders to complete their GED (if they do not have one), and then obtain a trade school diploma at Forsyth Technical Community College. The program emphasizes assignment of a mentor and a tutor to the participant to help them navigate the systems, barriers and challenges that prevent them from pursuing or completing a GED and trade diploma. A trade diploma provides the opportunity for gainful employment and helps ex-offenders to break out of the cycle of low paying, unskilled and transient jobs, that keep them from achieving their goals for themselves and their families, and at worst, may draw them back into reoffending.

Research shows a relationship between unemployment and reoffending. Reoffending is more likely if an individual cannot find work to support himself. Research also shows that there is a positive relationship between employment and reduced recidivism. Two studies reporting these findings are Ramakers, et.al (2016), and Uggen et. al, (2005). Support for trade skill training is found in the literature, including the work of Yin (2018) who reported that "employment-oriented programs should focus on building technical skills and knowledge of ex-prisoners and help them to get jobs that are of higher quality".

Eureka Ministry, Inc is seeking funds to increase its operational capacity to assist ex-offenders to complete their GED and trade school diploma. This project will help participants to become qualified for gainful employment in the marketplace. This workforce development project will focus on formerly incarcerated persons and former offenders who live in qualified census tracts, whose incomes are below the federal poverty line or who are making less than 60% of the Area Median Income. The qualified census tracts will be those identified by the City of Winston Salem and the US Department of Housing and Urban Development.

Eureka Ministry, Inc. will build capacity through:

- 1) Purchase of (10) laptop computers (with software) to loan to participants to use through completion of their GED and trade school. The computers will be gifted to participants upon graduation.
- 2) Supplies and transportation assistance to support completion of GED and trade school to include: (bus passes, school supplies, safety shoes, tools gloves, etc. as needed for trade school).

3) Two one-year contract positions: A) An Enrollment Specialist to engage and enroll ex-offenders into the program and B) a Volunteer Development Specialist to increase the volunteer base of mentors and tutors.

4) One Project Director to oversee the administration, implementation and evaluation of the project. This position will continue beyond the end of the grant cycle. It will be funded through donations after the grant cycle ends.

5) A one-time contract for a Curriculum Developer and Trainer. This position will develop a training curriculum for volunteer mentors and tutors who will be working specifically with ex-offenders returning to school; and will deliver the training to tutors, mentors and staff.

6) Administrative costs at 10%.

This will cover the administrative costs associated with managing and administering the grant funds and project.

A more detailed of explanation of these funding requests and the plan for sustainability of each capacity building function implemented through grant funds is outlined below.

1) The purchase of ten (10) laptop computers with software for participants will allow Eureka Ministry, Inc. to serve ten (10) additional students concurrently. Students who are unable to complete the program will return their laptops. Those devices will be wiped clean and re-assigned to other students. Students who graduate will be gifted their computers. (Note: All students will not need a laptop).

Sustainability: Reassign computers of non-completers. Eureka Ministry, Inc. will also use donations to purchase computers in the future.

2) Supplies and transportation assistance to support completion of GED and trade school to include: bus passes, school supplies, safety shoes, tools, gloves, etc., as needed for trade school.

Sustainability: School supplies and equipment costs incurred beyond the grant cycle will be handled through Eureka Ministry, Inc. budget and donations. Eureka will also continue to refer eligible students to existing community programs that can help. Referrals will be made to financial assistance programs available through the college.

3) Two short-term contract positions, and one full time continuing position that will be supported by Eureka Ministry, Inc. after the grant funding ends. The job duties and sustainability plan are detailed below.

a) Enrollment Specialist (Part- time Contract) 20 hours per week

This position will market and promote the MERGE program in the specified communities. On a regular basis this individual will make connections in the communities of focus, hold information sessions, and as prospects are developed, assist the individuals with the process of submitting their applications and supporting documentation to M.E.R.G.E. This individual will walk the applicants through the process of enrollment, assisting them with any difficulties or obstacles that may arise. As the participants encounter personal challenges, the enrollment specialist will

help them to identify strategies, community resources and options. This position will listen to individuals as they reflect upon the experiences and obstacles that have made them hesitant to consider or pursue their education. These relationships and conversations are key elements of the outreach to assist ex- offenders who may think that school is not a viable option for them.

A contract will detail the deliverables, timelines and expectations of the Enrollment Specialist.

Sustainability: This position will document successful practices and share those with 3 identified formal volunteers who will begin to shadow the Enrollment Specialist and prepare to jointly take on those duties in a formal volunteer capacity once the contract position ends. These formal volunteers will be referred to as peer supporters or ambassadors. Once the infrastructure and the operational framework for the Enrollment Specialist job functions have been put into place, M.E.R.G.E. will establish the number of hours of work needed from trained formal volunteers in order to keep the enrollment functions operational beyond the grant cycle.

b) Volunteer Development Specialist (Part-time-Contract) 20 hours per week

This position will be responsible for recruiting new volunteer mentors and tutors, reviewing applications, providing orientation and onboarding, matching and scheduling tutors and mentors with program enrollees, keeping volunteers engaged, providing feedback, tracking reports and working through any conflicts or problems. This individual will manage communication and outreach with tutors and mentors. This position will engage in regular community outreach, identifying organizations, groups and communities through which to seek out volunteers.

A contract will detail the deliverables, timelines and expectations of the Volunteer Development Specialist.

Sustainability: This position will be responsible for helping to identify and train 3 formal volunteers to take on the duties of this position once the grant funding ends. Once the infrastructure and the operational framework for the volunteer development job functions have been put into place, M.E.R.G.E. will establish the number of hours of work needed from trained formal volunteers in order to keep the Volunteer Development Specialist job functions operational beyond the grant cycle.

This transition to volunteer support will be aided by the introduction of a computerized application for managing volunteer assignments and schedules, student progress reporting and communication among the various team members. This computer system will be implemented and used with all M.E.R.G.E. staff, volunteers and participants. As the system is implemented, and while the Volunteer Enrollment Specialist is on board, Eureka Ministry, Inc. will be able to refine its use and application of this tool. This will allow efficient use for expanded capacity beyond the grant funding cycle. Formal volunteers and Eureka Ministry, Inc. administration will keep this system active.

c) Project Director (Full Time) 40 hours per week

This position will oversee the implementation and administration of the full project including hiring. They are responsible for managing and monitoring the part-time/contract positions, ensuring all duties are performed and deliverables of the project are achieved. This position will manage program communication and public relations, develop new community partnerships and maintain existing ones. This position will also ensure compliance with all grant requirements.

Sustainability: This position is expected to be needed beyond the grant cycle. The position will be responsible for seeking future grant opportunities, donors and additional funds from various sources to sustain itself beyond the initial grant funding cycle. This position will provide leadership and direction as well as continuous evaluation of the program. As grant funding ends, Eureka Ministry, Inc. will continue to operate the M.E.R.G.E. program. Eureka Ministry, Inc. launched M.E.R.G.E. in 2020 without grant funding and will continue to operate beyond the grant cycle using operational funds

and donations.

5) Curriculum Developer and Trainer (Contract)

This contract will pay a qualified individual to develop a customized curriculum to be used to train volunteer mentors and tutors as well as staff. This curriculum will prepare volunteers and staff to work specifically with ex-offenders in community educational programs. It will also provide information on the unique challenges faced by ex-offenders, and specific responses and approaches that will help. The curriculum will address pitfalls and missteps that can occur when volunteers work with ex-offenders, as well as strategies for successful mentoring and tutoring. This contract will provide for delivery of the training to the volunteers. The contract will specify timeframes, expectations and deliverables.

Sustainability: This curriculum will be used for ongoing training of future volunteers. A few selected volunteers will be designated to help train future volunteers beyond the grant funding cycle.

6) Administrative costs are assigned at 10% of the grant award total.

Sustainability: The efficiencies gained from the implementation of the computer program and the training of key volunteers to take over contract job functions will reduce costs of operation. The practice improvements that M.E.R.G.E. develops over the course of the project will also reduce administrative costs. These reductions will help M.E.R.G.E. to manage its increased capacity within its budget framework.

Overall, sustainability of the project is also supported by the following:

- Eureka's 20-year history of successful, continuous operation serving ex-offenders in Winston Salem/Forsyth County
- The M.E.R.G.E. program was implemented and operational prior to this funding request
- Eureka's partnerships and working collaborative relationships with multiple organizations in the community
- The support of the Board and the commitment of donors
- Work of an experience volunteer fundraiser
- Eureka seeks funding throughout the year from foundations, grants and donors

C.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome from participation?

Access the services:

The M.E.R.G.E program is currently promoted on the Eureka Ministry, Inc., website, through communication with partner agencies and through word of mouth of participants. The program is also promoted through presentations at community organizations, distribution of program cards and flyers at and near the downtown bus station. These promotions have yielded referrals but the goal is to reach many other ex-offenders who may not have been reached through these efforts.

Eureka Ministry, Inc.'s M.E.R.G.E program seeks to use Transformational Grant funding to employ a part time, contracted Enrollment Specialist. Using this specialist, M.E.R.G.E will extend its outreach efforts to probation and parole officers, community health fairs and events, and neighborhood associations. The Enrollment Specialist will conduct in-community visits to raise awareness and facilitate access to the program. These in-community visits will enable the Enrollment Specialist to build relationships in the selected communities. This individual will visit qualified census tracts in the areas in which ex-offenders may live, work, play and pray (barber shops, churches, recreation centers, bus stops, etc.), to tell them about the M.E.R.G.E. program and to help them with the process of application and enrollment. This individual will assist the applicants to work through challenges and barriers to enrollment. This personalized and

individualized approach will provide opportunities for conversation and development of interest. This individualized approach can increase potential applicant's self-efficacy in viewing themselves as a person who could and should take advantage of this opportunity.

Applicants may self-refer to the program and access the program by phone, email or online. They may also be referred by a community agency or work through the Enrollment Specialist.

The Enrollment Specialist, will identify and develop relationships with additional partner agencies to educate them about the program, create referral opportunities and make presentations to promote enrollment.

Eureka Ministry, Inc. will also promote the program to the individuals it serves in its other programs: Housing Assistance and Men's Bridge Support Group.

At regular intervals, Eureka Ministry, Inc. will evaluate the effectiveness of its outreach and enrollment strategies and revise them as needed to reach the most individuals.

Use the services:

Step 1: Applicants will submit an application and supporting documentation to M.E.R.G.E. working with the Enrollment Specialist or they may submit the application directly through the website. Partner agencies may also refer a candidate or assist the individual with submitting an application. In all instances, applicants will receive follow up contact from the Enrollment Specialist.

Step 2: Once an individual is accepted into the program the Enrollment Specialist will work with them to identify a path. The paths are outlined below.

Path A. If the applicant does not have a high school diploma or GED, they will be assisted to enroll in the GED class. M.E.R.G.E. will provide assistance and coaching throughout this process.

Path B. If the applicant already has a high school diploma or GED they will be assisted with information and guidance in selecting the trade school path of their choice (includes AC Heating and Refrigeration, Carpentry, Plumbing, Truck Driving, and Welding). Once the participant chooses a trade they want to pursue, they will be provided with assistance with multiple processes. These include: completing an application to college, applying for financial aid, enrollment, obtaining school supplies and navigating the process of being a student. The M.E.R.G.E. staff or volunteers will go to the school with the participation if needed to support them through the application, registration and class finding process.

Students in Paths A and B will be assigned both a mentor and a tutor. The mentor will work with them weekly to help them succeed in the role of student while balancing other life roles and responsibilities. Support may include identification of resources, referral, problem solving, decision making, planning, communicating with others, prioritizing tasks, and more. The tutor will work with the participant to identify learning resources, teach them academic success and study strategies, and help them communicate with instructors. Participants will have a mentor to coach advise and assist them throughout their process to complete their education. The mentor is also an advocate and champion for the participant who celebrates their successes along the way

Participants will connect with the tutors and mentors through individual meetings, phone calls, email and reports.

Derive a beneficial outcome from participation:

Participants will derive the following benefits from participation in the program:

- Participants will gain increased employability through attainment of a marketable job skill.
- Participants will be better equipped to pursue achieve their career goals through access to a supportive and knowledgeable team at M.E.R.G.E.
- Participants will gain knowledge of how to utilize supports and resources in the community.
- Participants will acquire a sense of accomplishment.

C.3 Total estimated number of unique participants to be served annually

20

C.4. Will program beneficiaries be only residents of Winston-Salem?

Yes

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$138,820.00

C.6. Total Capital Funding Request

\$4,500.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

100 % of the capital funding request will be spent within 10 months of grant disbursement. This will be used to purchase computers and software for participants use.

C.8 Operating Spending Timeframe

100% will be spent within 1 year of award

D. Project Budget Categories

Completed by eureka@eurekaohouse.org on 4/16/2022 1:07 PM

Case Id: 15066

Name: Eureka Ministry, Inc. - 2022

Address: *No Address Assigned

D. Project Budget Categories

Please provide the following information.

Use templates below to input **the total** Project Budget (**only requested expenses and estimated revenues related to the program or project for which you are requesting funding**) by clicking **Add Column**. Please include all funding from the City and other sources.

Operating Costs	Total
30,000.00 Enrollment Specialist	\$30,000.00
30,000.00 Volunteer Development	\$30,000.00
40,000.00 Project Director	\$40,000.00
20,000.00 Curriculum Dev/Trainer	\$20,000.00
13,080.00 Administrative Cost	\$13,080.00
2,880.00 Transportation (bus passes)	\$2,880.00
3,500.00 School Supplies & books	\$3,500.00
	\$139,460.00

Capital Costs	Total
4,500.00 Laptops & software	\$4,500.00
	\$0.00
	\$4,500.00

PROJECT/PROGRAM REVENUE CATEGORIES

Please fill out the revenue estimate table. **Note: operating revenues and expenses must be balanced (be equal).**

Operating	Total
143,960.00	\$143,960.00
	\$143,960.00

Please list below all known/expected **individual** grants and contributions totaling 10% or more of the project's budget.

Note: capital revenues and expenditures must be balanced (be equal)

Capital	Total
\$0.00	\$0.00
	\$0.00

E. Demographic and Geographic Distribution

Case Id: 15066
Name: Eureka Ministry, Inc. - 2022
Address: *No Address Assigned

Completed by eureka@eurekaohouse.org on 4/16/2022 1:09 PM

E. Demographic and Geographic Distribution

Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?

Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? ([Click here](#) to view the QCT mapping tool)

100.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the follow criteria:

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.

F. Alignment to Strategic Plan

Completed by eureka@eurekahouse.org on 4/16/2022 1:13 PM

Case Id: 15066

Name: Eureka Ministry, Inc. - 2022

Address: *No Address Assigned

F. Alignment to Strategic Plan

Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. [Click here](#) to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

Tier 1:

- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

Tier 2:

- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

Tier 3:

- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

F.1. Please select the primary priority from the list above addressed by your project/program.

Tier 1

F.2. Please select the secondary priority from the list above addressed by your project/program.

Tier 1

F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you

selected.

Goal 1: One goal of this project is to increase the capacity of Eureka Ministry Inc. to reach and enroll formerly incarcerated persons/former offenders into GED and trade school programs, and support them throughout this process with mentoring, tutoring and supplies, so they may complete their education and develop marketable skills to obtain gainful employment in the workforce.

Goal 2: A second goal of this project is to create a sustainable framework for increased organizational capacity that positions M.E.R.G.E to effectively serve ex-offenders

The selected priority is Tier 1: Focus on job creation/sustainability and workforce development. Key outcomes of this project include enrollment of students into M.E.R.G.E. followed by enrollment into GED and trade school classes to prepare them for gainful employment in the workforce. This will be supported through the concurrent outcomes of engagement and training of volunteers who will tutor and mentor students through their educational matriculation. The outcome of increased capacity of the M.E.R.G.E. program will provide operational infrastructure and efficiencies (including computerized tracking and reporting, and an adequate number of volunteers). This will support continued service to enrolled and future participants through their completion of trade school and entry into the workforce. The workload and outcomes of this o

Input: Enrollment Specialist

Workload Activities: Outreach, Recruit, Engage and Enroll participants, Train 3 volunteers to carry out this position's job functions by the end of the grant cycle

Outputs:

- The program will be presented to 100 people
- Thirty (30) people will submit applications to M.E.R.G.E.
- Twenty (20) people will be enrolled into the M.E.R.G.E. program
- Twenty (20) people will be assigned tutors/ mentors
- Ten (10) people will enroll in GED or trade school classes
- 3 volunteers trained in the duties of the Enrollment Specialist position

Outcomes:

- Participants will demonstrate knowledge of the GED/trade school enrollment process by registering for classes.
- Participants will report that they are likely or very likely to continue their coursework through the first quarter/semester.

Input: Volunteer Development Specialist

Workload Activities: Recruit, Engage and Support Volunteers, Train 3 volunteers to carry out this position's job functions by the end of the grant cycle

Outputs:

- The volunteer opportunities will be presented to 200 people (individuals and groups)
- Forty (40) volunteers will be recruited
- Thirty (30) volunteers will complete orientation and onboarding

- Thirty (30) volunteers will complete training
- Thirty (30) volunteers will be assigned to participants
- Volunteers will spend at least one hour weekly with participants
- 85% of volunteers are still active at each 3-month interval
- 3 volunteers trained in the duties of the Volunteer Development Specialist position

Outcomes:

- Participants report increased knowledge of tools and strategies to manage daily challenges in life, family, work and leisure.
- Participants report moderate to high levels of confidence in their ability to make successful progress in their courses.

Input: Curriculum Developer and Trainer

Workload Activities: Develop curriculum and put into training book format, Teach curriculum to volunteers and staff

Outputs:

- Curriculum developed
- Curriculum passes review by Project Director
- Curriculum put into training book format
- Books delivered to Project Director
- Thirty (30) volunteers are trained by the Curriculum Developer

Outcomes:

- Volunteers report that they agree or strongly agree that the training prepared them for work with ex-offenders
- Volunteers report that they used one or more of the skills, strategies or techniques learned in the training, in the course of their volunteer role with the participants

Input: Project Director

Workload Activities: Oversee project implementation, timelines and accomplishment of project deliverables. Manage financial and administrative duties, grant reporting, ongoing evaluation of the project, Coordinate with partners and donors, Manage implementation of computerized program for staff, volunteer and student tracking

Outputs:

- 3 Contract positions filled
- 30 Volunteers active
- Quarterly evaluations of outcomes are administered and analyzed
- 100% of Quarterly grant reports are submitted on time
- Project timelines are met 90% of the time

Outcomes:

- The capacity of M.E.R.G.E to serve ex-offenders is increased.
- The M.E.R.G.E program's increased capacity is sustainable
- Long Range Outcome: Ex-offenders participating in M.E.R.G.E obtain educational credentials (GED and trade school diploma) find and maintain gainful employment, and contribute to the workforce, and their communities.

G. Collaboration

Completed by eureka@eureka-house.org on 4/16/2022 3:19 PM

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Address: *No Address Assigned

G. Collaboration

Please provide the following information.

Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.

G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?

3+

G.2. Please provide the names of the organizations and the roles they will serve in the project/program?

Goodwill Industries of Northwest NC is a key partner. They will serve as a resource for information, a source of referrals and a venue for disseminating information about the program. Goodwill also offers some trade classes (trucking for example) to which M.E.R.G.E may refer participants. (See letter in supporting documentation).

The City of Winston Salem SOAR program has supported Eureka Ministry's engagement with SOAR grants for many years, and will serve as a source of information and guidance throughout the project. (See letter in supporting documentation).

Eureka Ministry, Inc. has held several meetings and conversations with employees of Forsyth Technical Community College to determine their criteria for enrollment and which trade school careers are more likely to consider an applicant with an offender history. Based on these communications Eureka Ministry, Inc. was able to select several trade programs that participants might pursue. Eureka Ministry, Inc. will continue to work with faculty and staff at Forsyth Technical Community College to support its participants.

Eureka Ministry, Inc. will collaborate with many organizations in this project. In many cases these working relationships and collaborative efforts have been in place for the many years that Eureka Ministry, Inc. has been in operation. It will also continue the working and collaborative relationships it already has with Project Reentry, Forsyth Jail and Prison Ministries, Forsyth Correctional Center, Bethesda Center for the Homeless, Community Court, Salvation Army, and Samaritan Ministry.

Stakeholders collaborating with Eureka Ministry, Inc. include its board, staff, volunteers, donors, community members, and those who are recipients or beneficiaries of the services being offered.

H. Administration/Reporting

Completed by eureka@eureka-house.org on 4/16/2022 1:30 PM

Case Id: 15066

Name: Eureka Ministry, Inc. - 2022

Address: *No Address Assigned

H. Administration/Reporting

Please provide the following information.

Per U.S. Treasury rules and associated guidance, the City's framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization's/project's development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City's evaluation of organization and project risk.

H.1. Please clearly define the workload and outcome measures that are associated with your project/program

Workload	<p>Workload:</p> <ul style="list-style-type: none">• Outreach, Recruit, Engage and Enroll participants• Recruit, Engage and Support Volunteers• Curriculum development and volunteer training• Oversee project implementation, timelines and accomplishment of project deliverables. Manage financial and administrative duties, grant reporting, ongoing evaluation of the project, Coordinate with partners and donors, Manage implementation of computerized program for staff, volunteer and student tracking• Volunteers provide mentoring and tutoring
Effectiveness/Outcome	<p>Outcome 1: Participants will demonstrate knowledge of the GED/trade school enrollment process by registering for classes</p> <p>Measurement: The number of participants who successfully register for classes.</p> <p>Tool: Participant proof of registration</p> <p>Outcome 2: Participants will report that they are likely or very likely to continue their coursework through the first quarter/semester.</p> <p>Measurement: Likert scale</p> <p>Tool: Surveys</p> <p>Outcome 3: Participants report increased knowledge of tools and strategies to manage daily challenges in life, family, work and leisure.</p> <p>Measurement: Likert scale</p>

	<p>Tool: Surveys</p> <p>Outcome 4: Participants report moderate to high levels of confidence in their ability to make successful progress in their courses.</p> <p>Measurement: Likert scale</p> <p>Tool: Surveys</p> <p>Outcome 5: Volunteers report that they agree or strongly agree that the training prepared them for work with ex-offenders</p> <p>Measurement: Likert scale</p> <p>Tool: Surveys</p> <p>Outcome 6: Volunteers report that they used one or more of the skills, strategies or techniques learned in the training, in the course of their volunteer role with the participants</p> <p>Measurement: Participant feedback</p> <p>Tool(s): Surveys and interviews</p> <ul style="list-style-type: none"> • Outcome 7: Participants report that work with mentors and tutors has increased their ability to manage multiple priorities and academic preparation and skills <p>Measurement: Participant feedback</p> <p>Tool(s): Surveys and interviews</p> <p>Outcome 8: The capacity of M.E.R.G.E to serve ex-offenders is increased. Measurement: Number of participants, Number of volunteers</p> <p>Tool(s): Program Reports, Surveys</p> <p>Outcome 9: The M.E.R.G.E program’s increased capacity is sustainable beyond the one-year cycle.</p> <p>Measurement: Donations and other funds committed to the program. Retention of volunteers. Volunteers trained to manage job functions of the Enrollment and Volunteer Specialists</p> <p>Tool(s): Financial report, Volunteer engagement survey,</p>
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H.2. Does the project/program use evidence-based interventions?

Yes

Please provide a link to (or attach a copy of) the evaluation of the program model

<https://www.scramsystems.com/evidence-based-practices-for-community-corrections/eight-principles-ebp/>



Program Model Evaluation

Eight Principles of EBP for Community Corrections - SCRAM Systems.pdf

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).



Risk Matrix

Risk Assessment Final.xlsx

I. Capacity

Completed by eureka@eurekaohouse.org on 4/16/2022 1:35 PM

Case Id: 15066

Name: Eureka Ministry, Inc. - 2022

Address: *No Address Assigned

I. Capacity

Please provide the following information.

An organization's capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.

I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.

Vision Statement:

Creating better futures for ex-offenders.

Mission Statement:

Eureka Ministry, Inc. provides a supportive environment to assist ex-offenders in becoming successful law-abiding citizens. Emphasis is placed on developing them from the inside out and character building.

Alignment with the Project

Eureka Ministry's vision of, "Creating better futures for ex-offenders" aligns perfectly with the focus of this grant initiative. Helping ex-offenders to find gainful employment and become contributors to the workforce is part of creating better futures for them. Eureka Ministry, Inc. has been providing services to ex-offenders in Winston Salem/Forsyth County for 20 years. The mission statement has always stated the organization's focus on ex-offenders. Eureka Ministry, Inc.'s mission statement emphasizes developing the individual internally and not just externally. The focus on building character and providing support, along with the aforementioned areas are in alignment with the proposed project's inclusion of mentoring and tutoring support. The proposed project will serve former offenders, develop them through tutoring and mentoring and support them through education and training to become gainfully employed citizens in the workforce with reduced risk for recidivism.

I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.

Eureka Ministry, Inc. currently operates three programs. (1) M.E.R.G.E., as described earlier, assists formerly incarcerated persons to complete their GED and trade school in so they may become gainfully employed. (2) The Men's Bridge program leads a team of volunteers from multiple churches in Forsyth County, who sponsor inmates out of the Forsyth Correctional Center so they may attend a twice monthly series of educational sessions on life skills they will need upon release from prison. (3) Eureka Housing Program assists individuals with a criminal background to find and maintain housing. The program helps former offenders with locating housing and also assists individuals with funds to pay rent, rental and utility deposits and related costs associated with obtaining or maintaining housing.

Eureka Ministry, Inc. operates with a president, an active board and a team of volunteers, supporters and donors. The

proposed project will require some additional staffing initially but those positions will end at the close of the grant cycle, except for one. The remaining position will be supported through other funds for the next two years. By expanding and training its M.E.R.G.E. volunteer base, Eureka Ministry, Inc. will increase its capacity to serve ex-offenders while minimizing long-term staffing costs.

Eureka Ministry, Inc. already has the experience working with ex-offenders and the network of organizations, systems and programs available to them in the community. Eureka Ministry, Inc. has experience managing grant funds, implementing and evaluating projects, meeting project timelines and being responsive to the needs of participants. Eureka Ministry, Inc. is prepared to successfully implement and manage the proposed project if the grant is awarded.

I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be overcome

Project Implementation Plan

Pre-Award

Eureka Ministry, Inc. will begin some activities prior to the grant award. These include:

- Talking with key partners about ways to coordinate activities
- Development of promotional flyers and information sheets
- Identifying outreach targets in the qualified census tracts
- Preparing job descriptions and deliverables for positions
- Develop contracts for positions

At Time of Award Notification

- Notify partners and collaborators
- Implement computer platform for managing tutors, mentors and student progress reports
- Develop reporting forms and load into platform
- Recruit for positions

30-60 days from Award

- Project Director starts
- Hire and orient contract positions on positions/contracts: Enrollment Specialist, Volunteer Development Specialist, Curriculum Developer/Trainer
- Begin tracking deliverables and performance of contract positions
- Team meetings
- Ongoing outreach and engagement with individuals in qualified census tracts
- Participant and volunteer recruitment
- Communication and collaboration with partners

60-90 days from Award

- Process applications for enrollment
- Sign up participants
- Sign up volunteers
- Volunteer and staff training
- 3-month project evaluation -Surveys and reports

- Action planning based on findings
- Communication and collaboration with partners

Months 4-7

- Process applications for enrollment
- Sign up participants
- Sign up volunteers
- Volunteer and staff training
- Participants matched with tutors and mentors
- Enroll students in GED or trade school classes
- 6-month project evaluation -Surveys and reports

- Action planning based on findings
- Communication and collaboration with partners

Months 8-11

- Process applications for enrollment
- Sign up participants
- Sign up volunteers
- Volunteer and staff training
- Participants matched with tutors and mentors
- 9-month project evaluation -Surveys and reports
- Action planning based on findings
- Communication and work with partners

Month 12

- Participants matched with tutors and mentors
- 12-month project evaluation -Surveys and reports
- Action planning based on findings
- Communication and collaboration with partners

Barriers to implementation

One barrier to implementation may be a resurgence in COVID 19 numbers that results in a future shutdown of businesses or a decrease in willingness of persons to become engaged. This could affect participant enrollment, volunteer sign-ups and the ability to hold outreach events in the community.

In preparation for a COVID surge, Eureka Ministry, Inc. will plan to hold virtual community information sessions, utilize community postal mailings, conduct online or telephone mentoring and tutoring sessions, and add virtual training for participants so they can engage in virtual classes and meetings.

A second known barrier is the short timeframe to develop staff contracts before bringing staff on board. In anticipation of this Eureka Ministry, Inc. will write out contracts with expectations and deliverables prior to grant award so that they are on file and ready to use if the grant is awarded.

A third known barrier is the fear and concern that some individuals have about working with ex-offenders. This can sometimes prevent people from volunteering. To address this barrier the Volunteer Engagement Specialist will make educational presentations to groups and individuals in the community to address fears, myths and stigmas associated

with working with ex-offenders; and to talk about the training and structure that M.E.R.G.E has in place to support volunteers.

I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.

Program assessment will begin early and will be incorporated throughout the project. As staff engage with participants and the community, they will provide feedback on efforts that are working and those that are challenging. This will be discussed in weekly team meetings with the Project Director. Flexibility and the ability to quickly pivot to improve effectiveness will be part of the culture of this project. Feedback from program participants will be sought both formally and informally and this feedback will be incorporated into assessment.

Performance Metrics and Evaluation Tools

Metric 1: Are we serving ex-offenders in Winston Salem who reside in qualified census tracts and/or who earn less than 60% of median income for the city, and/or those who are below the federal poverty line?

Evaluation Tool: Participant records showing income and address. Analysis in Excel.

Metric 2: How many people are being contacted about the M.E.R.G.E program and how many are enrolling in M.E.R.G.E and GED or trade school classes?

Evaluation Tool: Documentation from Enrollment Specialist and participant tracking reports in database. Analysis in Excel.

Metric 3: Are students making progress in their GED and trade school classes?

Evaluation Tool: School progress reports/grades

Metric 4: How many potential volunteers are being reached and how many are signing up to serve?

Evaluation Tool: Documentation from Volunteer Development Specialist and volunteer tracking reports in database. Analysis in Excel.

Metric 5: Are volunteers satisfied with their training and their experience as volunteers and are they continuing with the program?

Evaluation Tools: Volunteer surveys and service continuation numbers. Analysis in Excel.

Metric 6: Has M.E.R.G.E. increased its capacity to serve ex-offenders?

Evaluation Tools: Reports of number of participants served, number of active volunteers, number of sustaining volunteers to replace Enrollment Specialist and Volunteer Development Specialist job functions, Measure effectiveness of computer platform in capturing requiring reports and data.

J. Impact/Community Need

Completed by eureka@eureka-house.org on 4/16/2022 1:38 PM

Case Id: 15066

Name: Eureka Ministry, Inc. - 2022

Address: *No Address Assigned

J. Impact/Community Need

Please provide the following information.

Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be

J1. Describe the identified community need for this project/program. Cite specific data or studies/reports that have identified this as a community need.

This project addresses a significant community issue which is the difficulty that former offenders have in obtaining and maintaining gainful employment. Formerly incarcerated persons are unemployed at a rate of over 27% “ according to a 2018 report by the Prison Policy Initiative.

<https://www.prisonpolicy.org/reports/outofwork.html>

Coates (2015) reported that criminal convictions hinder not only employment opportunities but also eligibility for social and housing programs. The Public Broadcasting System (PBS) North Carolina televised series, Incarceration to Workforce, revealed that “60% of the formerly incarcerated stay unemployed one year after being released, and those who do get a job, earn 40% less than they did prior to jail” Episode 11:

<https://www.pbsnc.org/watch/unctv-originals/ncimpact/locations/#IncarcerationtoWorkforce>

Individuals who do find ‘employed after release, earn only 53% of the median US worker’s wage” in the first few months of employment.

<https://www.prisonpolicy.org/blog/2022/02/08/employment/>

According to the North Carolina Department of Public Safety, 22,000 inmates are released from NC prisons every year. Some of those individuals will return to Winston Salem. Individuals with a prior criminal record typically face challenges in finding housing and employment. Their backgrounds often make them ineligible for public housing assistance and they often do not have the income to qualify for market rents. Employers are often hesitant to hire former-offenders, as they harbor unsubstantiated fears of violence or theft. When there is a pool of non-offender applicants to draw from for unskilled labor jobs, employers frequently choose the non-offenders. Former-offenders frequently are not given the chance for an interview or are not offered the job.

The Prison Policy Initiative reports that “formerly incarcerated people are unemployed at a rate over 27%.”

<https://www.prisonpolicy.org/reports/outofwork.html>

Upon release from prison, many former offenders do not have stable or long-term housing. They may stay go to a shelter. Others may stay with a relative or friend in the short term, but they need income in order to keep this housing or to qualify for housing of their own. Typically, landlords want a rental applicant to demonstrate that they earn 3 times the market rent of the unit they want to move into. Without gainful employment the former offender will not qualify for housing and without housing, employment becomes even challenging.

In the skilled labor market, employers often do not have enough skilled job applicants, especially in the trade fields. This is skilled labor gap is one that ex-offenders can fill. While criminal backgrounds are still a concern for employers, the

demand for the skilled tradespersons sometimes allows those who were formerly incarcerated/former offenders to get a second look from employers. Additionally, persons who have trade skills can create some self-employment and entrepreneurship opportunities.

According to the Federal Bureau of Prisons, “in 2021 there were 1,478 inmates released to North Carolina”. As stated above, the North Carolina State prison system releases 22,000 inmates each year.

<https://www.ncdps.gov/adult-corrections/prisons/transition-services>

A 2019 Project Reentry statistic shows the number of individuals on probation or parole in the Winston Salem, Forsyth County area is close to 4,000. In 2020 there were 25,417 criminal arrests and 33,071 traffic arrests in the City of Winston Salem. (Winston Salem Police Department 2020 Annual Statistical Report).

<https://www.cityofws.org/DocumentCenter/View/21895/2020-Annual-Book-Final>

Among those arrested annually in Winston Salem, some individuals will be convicted and will consequently have an offender record. These individuals must be considered when determining the number of ex-offenders in Winston Salem. Given the number of former offenders and the challenges that they typically face when seeking employment, there is clearly a community need for the program that M.E.R.G.E. offers.

J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.

One short-term impact of the project is that it will raise Winston Salem ex-offenders’ awareness of the M.E.R.G.E. program and the opportunities it provides for them to pursue their GED and/or trade school diploma. A second short-term impact of the project is that it will provide ex-offenders with support to assist them with the process and challenges of completing their education (GED and trade school diploma) through engagement with tutors and mentors. These impacts align with the need for supports for ex-offenders based on the number of them that reside in Winston Salem/Forsyth County and are receiving probation and parole services or who are not under court supervision but have a criminal record.

J3. Describe the long-term impacts of the project/program and how they align with the community need identified above.

A long-term impact of the program is that ex-offenders will earn a trade diploma and be better prepared to enter the workforce. Another long-term impact is that participants will obtain gainful employment in the workforce and have income to support themselves and their families. Long-term impact includes ex-offenders contributing to the and the economy as taxpayers and reducing their risk for recidivism.

These long-term impacts align with the community need above because there are a large number of offenders in the community, and this project address two obstacles that ex-offenders face when trying to join the skilled workforce and support themselves. These challenges are not having a GED and not having a marketable job skill.

J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.

Measures:

- The number of persons contacted through outreach and informed about the program
- The number of persons applying and enrolling in the M.E.R.G.E. program
- The number participants engaged with tutors and mentors
- The number of participants enrolled in GED and trade school classes
- The and the number of participants who complete GED and trade school classes
- The number of participants who obtain gainful employment

Short term impacts will be measured using data recorded by the Enrollment Specialist and Volunteer Development specialist. It will also be measured using enrollment applications and reports in the computerized system.

Long term impacts will be measured by surveys of participants who complete the program. These will take place at 6 months and one year following program completion.

K. Funding Stability

Completed by eureka@eurekahouse.org on 4/16/2022 3:00 PM

Case Id: 15066

Name: Eureka Ministry, Inc. - 2022

Address: *No Address Assigned

K. Funding Stability

Please provide the following information.

Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).

K.1. Have your organization's operating revenues covered operating expenses the last three years?

Yes

K.2. Approximately what percentage of your organization's total budget is covered by competitive grants that you must re-apply for?

31.60 %

K.3. What percentage of your project/program's budget is covered by City ARPA funds as part of this request?

100.00 %

K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.

In phase (1) Eureka Ministry, Inc. is requesting from the City ARPA funds a one-year budget of \$143,960.00 to use for this capacity building, workforce development project.

In Phase (2), the second year the project budget is reduced to \$44,935.00.

Eureka Ministry, Inc. currently has donors at the following levels: \$5,000.00, \$7,848.00, \$2,500.00 & \$30,000.00. This amount will cover the phase 2 budget year.

Eureka will fund phase 3, the third year, through its' regular donors and the work of an already committed volunteer who has professional experience in donor development and fundraising. This volunteer will begin working with the project in year one. This volunteer will generate additional funds for year three. Eureka will also continue to seek grant and foundation funds as part of its strategy.

K.5. Please attach commitment letters from other organizations showing financial support for the project/program.



Commitment Letters

Financial Support Letters.pdf
Support letter from Goodwill.pdf
SOAR Support letter.pdf
Eureka's ARPA Grant Submission in detail.docx

L. Representation

Case Id: 15066

Name: Eureka Ministry, Inc. - 2022

Address: *No Address Assigned

Completed by eureka@eurekahouse.org on 4/16/2022 2:40 PM

L. Representation

Please provide the following information.

Representation deals with how diverse an organizations leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels

L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.

Name	Race	Ethnicity	Gender Identification
John Davenport	Black	Non-Hispanic	Male
Michael Petusky	White	Non-Hispanic	Male
Bobby King	Black	Non-Hispanic	Male
Tony Hartsoe	White	Non-Hispanic	Male
Dr. Fonda Strickland	Black	Non-Hispanic	Female
Segun Ariwodola	Black	Non-Hispanic	Male
Bill Schaffhauser	White	Non-Hispanic	Male
Michael Gilliam	Black	Non-Hispanic	Male
Hiawatha Hemphill	Black	Non-Hispanic	Male

M. Required Documents

Completed by eureka@eurekaHouse.org on 4/16/2022 3:00 PM

Case Id: 15066

Name: Eureka Ministry, Inc. - 2022

Address: *No Address Assigned

M. Required Documents

Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, [Click Here](#)

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Code of Conduct copy.pdf

Copy of the agency's latest 990 Form as submitted to the Internal Revenue Service *Required

2020 990 Tax.pdf

Organization By-Laws *Required

BY-LAWS.pdf

Articles of Incorporation *Required

Articles of Incorporation.pdf

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

Personnel Policies Revised w:City of WS Feb 2022.pdf

Accounting Procedures & Procurement Policies.pdf

IRS 501(c)3 Designation Letter *Required

Tax Exemp Letter #51-0441702 .pdf

SAM Unique Entity ID.pdf

Most recent audited financial statements or a third-party review *Required

2020 REVIEW.pdf

North Carolina Secretary of State - Current and Active Status *Required

Good Standing 2.pdf

N. Submit

Completed by eureka@eureka.org on 4/16/2022 3:24 PM

Case Id: 15066

Name: Eureka Ministry, Inc. - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

I certify that all information entered into this application is true.

Harold Smith

Electronically signed by eureka@eureka.org on 4/16/2022 3:24 PM

04/16/2022