

**CITY OF BURLINGTON**  
**COMMUNITY DEVELOPMENT BLOCK GRANT - 2023 APPLICATION**  
*Application must be no more than 12 total pages (including cover page) with 12-point font.*  
*Refer to NOFA for required information for each question.*

Project Name: ReSOURCE Construction Trades Training

Project Location / Address: 339 Pine Street, Burlington VT 05401

Applicant Organization / Agency: ReSOURCE: A Nonprofit Community Enterprise, Inc.

Mailing Address: 329 Harvest Lane, Suite 200, Williston, VT 05495

Physical Address: 339 Pine Street, Burlington, VT 05401

Contact: Jessica Gandini Title: Grants Manager Phone #: [REDACTED]

Web Address: www.resourcevt.org E-mail: kgandini@resourcevt.org

EIN #: [REDACTED] DUNS #: [REDACTED]

**CDBG Funding Request: \$ 60,000.00**

**Total Estimated Program/Project Cost: \$ 862,064.00**

**Choose one category from Development OR one category from Public Service:**

**Development:** (choose one)  Economic Development  Affordable Housing  Public Facilities/ Improvements

**OR**

**Public Service:** (choose one)  Early Childhood Ed/Childcare  Youth Services  Health  
 Economic Opportunity  Housing and Homelessness

1. **Type of Organization**
- |   |   |
|---|---|
| <input type="checkbox"/> Local Government         | <input checked="" type="checkbox"/> Non-Profit Organization       |
| <input type="checkbox"/> For-Profit Organization  | (please provide copy of your IRS 501(c) (3) tax exemption letter) |
| <input type="checkbox"/> Faith-Based Organization | <input type="checkbox"/> Institution of Higher Education          |

**Certification**  
To the best of my knowledge and belief, data in this proposal are true and correct.  
I have been duly authorized to apply for this funding on behalf of this agency.  
I understand that this grant funding is conditioned upon compliance with federal CDBG regulations.  
I further certify that no contracts have been awarded, funds committed or construction begun on the proposed program, and that none will be prior to issuance of a Release of Funds by the Program Administrator.



\_\_\_\_\_  
Signature of Authorized Official

**Thomas Longstreth**  
\_\_\_\_\_  
Name of Authorized Official

**Executive Director**  
\_\_\_\_\_  
Title

**01/19/2023**  
\_\_\_\_\_  
Date

## I. Demonstrated Need

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### 1. What is the need/opportunity being addressed by this program/project and how does that contribute to CDBG's national objectives?

ReSOURCE contributes to national CDBG objectives by providing direct benefits to low and moderate-income persons through job training designed to benefit economic development and increase placement and employment outcomes in the construction trades through ongoing training and support. For over 30 years ReSOURCE has been adapting to community needs and has continued to evolve its job skills training to help more Vermonters prepare for and enter the workforce. Through ReSOURCE's Construction Trades Training programs, YouthBuild and Construction 101, youth and adults are prepared and qualified for livable wage jobs from local development and building projects, thereby increasing the pool of skilled labor in the trade industry. According to the US Census 2021 American Community Survey, Burlington, Vermont had a 4.1% unemployment rate for the population 16 years and over<sup>1</sup>. ReSOURCE specializes in hands-on skill building ideally suited for the trades and is able to reach a demographic left behind in an already competitive labor force focusing on the technical and soft skills needed to prepare people for pathways in Vermont's trades.

ReSOURCE hosts sessions of both YouthBuild and Construction 101 Intensives in Burlington, VT. Burlington, Vermont's largest city, is the regional hub of Chittenden County and has a crisis of affordable housing with a high rent burden above the national average. This old housing is poorly insulated and results in drafty, dangerous homes that families struggle to heat resulting in onerous energy cost burdens. According to Vermont's Climate Action Goals, the State must weatherize 90,000 additional homes and install 112,000 heat pumps to cut climate pollution in half by 2030<sup>2</sup>. To meet this goal, the workforce will need to grow fivefold in five years. We are offering innovative programs that meet the urgent labor force demands of the construction industry in Vermont and present an opportunity for Vermonters to improve the performance of their communities in terms of health, comfort and cost to ensure an affordable and stable standard of living.

Evidence of Need <sup>1</sup>	Burlington	U.S. Avg.
Housing built prior to 1939	37.5%	12.2%
Housing built prior to 1979	36.3%	39.8%
% of Households receiving Food Stamps	10.2%	11.4%
Owners spending more than 35% of household income on housing (SMOCAPI)	19.8%	20.5%
Renters spending more than 35% of income on housing	49.1%	40.3%
Renter-occupied housing tenure	61.7%	35.4%

## II. Program/Project Design

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### 1. Give us a short summary (2 sentences) that describe the program/project.

ReSOURCE Construction Trades Trainings are designed to equip individuals with the skills and credentials necessary for entry level job readiness in carpentry, construction, and related technical trades. Training focuses on transferable skills, trade skills, and careers in the construction industry, and is designed to provide participants access to the instruction and resources needed to become skilled tradespersons.

### 2. Explain why the program activities are the right strategies to use to achieve the intended outcomes. Why is the program designed the way it is? (cite evidence, best practices, or community input)

ReSOURCE's programs lay the groundwork for future employment while providing valuable on-the-job experience alongside training. ReSOURCE YouthBuild serves students 16-24 years old, co-enrolled in high school earning their diploma while gaining new technical skills in construction. ReSOURCE Construction 101 Intensives are open to the public and designed to equip individuals with the skills necessary for entry level job readiness in carpentry, construction, and related trades. Both programs offer the opportunity for job shadows, on the job training and support, and placement in employment with local employer partners.

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<sup>1</sup> Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2021

<sup>2</sup> Source: Vermont Climate Council, Vermont Climate Action Plan, 2021

Through both of these programs, participants complete NCCER Construction Certification Modules, and OSHA-10 workplace safety through hands-on building projects at ReSOURCE’s Burlington location. In addition, participants will complete ReSOURCE’s Personal and Professional Development (PPD) course designed to improve job seeking and retention skills. Our training models combine employability skills, and exposure to local employers, helping individuals gain access to new and growing career opportunities in our community. ReSOURCE is well connected to un- and under-employed populations as well as those with barriers to employment who may not have otherwise considered a career in these fields. This connection enables ReSOURCE to train for and help determine viable career pathways as well as placements and additional hands-on training opportunities with area employer partners.

**3. How will this program/project contribute to the City’s anti-poverty strategy? If this activity is in respond to COVID-19, please also describe how this activity prepares or responds to the impacts of the COVID-19 pandemic.**

This project reduces the number of people living in poverty and directly contributes to the City’s anti-poverty strategy through “EO 1.4 Reduce Economic Barriers - Access Resources”: Under this goal, the City will support programs for LMI households to access additional resources like tax refunds, savings accounts, and job training. ReSOURCE trainees are often economically disadvantaged, and have other barriers to education and employment. ReSOURCE prepares all of our trainees for post-graduation success and focuses on key skill development areas through Personal and Professional Development courses, including Financial Literacy. By empowering our graduates, and teaching them new skills, such as financial management, ReSOURCE is providing access to the resources leading to gainful employment by providing Vermonters access to resources that prepare them for their future and reduce long-term economic barriers.

**4. How do you use community and/or participant input in planning the program design and activities?**

As part of program design ReSOURCE and its partner network work together to determine the job-specific skills to be taught through the YouthBuild and Intensive training models. There is a great need for more training for the trades including: Construction, Weatherization, Manufacturing, and HVAC. We are in conversations with local partners such as VEIC, CVOEO, and Generator to ensure that trainees who participate in ReSOURCE trainings will have information for career exploration and for opportunities to complete short-term work placements on job sites as they prepare to enter the trade industries after completing training with ReSOURCE.

**III. Proposed Outcomes**

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**1. What are the intended outcomes for this project/program? How are people meant to be better off as a result of participating?**

The primary outcome of our programs is increased skills and knowledge leading to an increased ability to find full-time livable wage jobs. We know individuals who participate in these programs are better off because of the new skills, both personal and professional, that make them more competitive in the workforce. With strong employability and life skills, these individuals will have access to livable wage jobs in the construction industry and related trades, thereby improving the quality of their lives and their families. All of our graduates leave ReSOURCE with confidence in their abilities to find work in their trained profession having gained real-work experience in the field and with our network of local employer partners.

**2. List your goals/objectives, activities to implement and expected outcomes (# of units, # of individuals, etc.)**

Construction Trades Training Activities & Outcomes	Goals 2023-2024		Burlington Residents	
	Units	%	Units	%
Enrollment	46		12	
Graduates	37	80%	10	80%
NCCER Construction Certification (of graduates)	37	100%	10	100%
Placement in employment with starting wages above minimum wage	31	85%	8	85%
Public Works Projects Completed	22		8	

## IV. Impact / Evaluation

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**1. How do you assess whether/how program participants are better off? Describe how you assess project/program outcomes; your description should include: what type of data, the method/tool for collecting the data, from whom you collect data, and when it is collected.**

Several measures are used to assess program outcomes and whether participants are better off. These include:

- The number of trainees who receive the construction and safety training certifications
- The number of trainees with job readiness skill gains throughout the duration of training
- The number of trainees who are placed in jobs earning wages above AMI upon completion of the training program
- The hourly wage of participants post-completion and following entry into the job market as compared to wages at the program start

We know individuals who participate in programming are better off because of the new skills, both personal and professional, that make them more competitive in the workforce that they wouldn't have without our programs. All of our graduates leave ReSOURCE with confidence in their abilities to find work in their trained profession having gained real-work experience in the field, with employers that are interested in filling positions at their companies with our graduates. ReSOURCE also uses employment information (wage rate, employment status), and attainment of high school degree & industry recognized skill certifications to obtain objective measures of forward progress and success. We collect feedback from both our trainees and our employer partners to learn how well we are doing, and how our graduates are doing. Data is collected at the start and end of the program, and at 3-, 6-, and 12-months following completion of the program.

**2. How successful has the project/program been during the most recent reporting year for your CDBG project? Report the number of beneficiaries you intended to serve with which activities (as noted in your last Attachment A) and your final outcomes (as noted on your Attachment C) from June 2022 (or June 2021).**

ReSOURCE YouthBuild 2022 – 2023 Cohort (YouthBuild Burlington Residents Only)	Burlington YouthBuild Goals		Burlington YouthBuild Outcomes*	
Enrollment	6		6	
Graduates	5	83%	3 (2 still active)	50%
High School Degrees Earned (of graduates)	4	67%	2	66%
NCCER Construction Certification (of graduates)	5	100%	3	100%

\* As of Jan 2023: The YouthBuild 2022-2023 cohort is still in session.

## V. Experience / Organizational Capacity

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**1. What is your agency's mission, and how do the proposed activities fit with your mission?**

ReSOURCE empowers individuals and strengthens Vermont communities through Workforce Development, Poverty Relief, and Environmental Stewardship. The proposed activities of ReSOURCE's Construction Trades Trainings are essential in mission fulfillment in that they address all three components of the organization's mission by providing training, improving housing for low income families, and improving energy efficiency of the housing stock in Burlington, VT.

**2. Explain how your agency has the capacity to carry out the proposed activity (i.e. staff qualifications, years of experience related to this type of activity, etc.)**

ReSOURCE has operated its YouthBuild program without interruption since 2004, and Construction Intensives since 2018. Staffing is well-established and instruction and program implementation are ongoing. Staff has a great depth of training, construction, education, and management experience. Andrew Jope has served as the YouthBuild Program Director at ReSOURCE YouthBuild since 2005 and in recent years has taken on the Training Director title to oversee and unify all ReSOURCE training programs creating more synergies throughout the many workforce development and work experience trainings offered. Most recently, following the successful expansion of ReSOURCE YouthBuild to operate out of both Burlington

and Barre, Andrew has developed relationships with local high schools to pilot a ReSOURCE YouthBuild model embedded directly within high schools. Andrew launched the Construction and Weatherization 101 courses, successfully taking these across the state. He has worked in experiential and technical education since 1999 with the Vermont Youth Conservation Corps and Northlands Job Corps Center. He holds a Bachelor of Arts Degree from Bucknell University, a Vermont Teacher's License from Trinity College, and a Master of Public Administration from the University of Vermont.

**3. What steps has your organization/board taken in the past year to address racial equity, inclusion, and belonging internally? What new commitments have been made to address racial equity, inclusion, and belonging internally in the year ahead?**

ReSOURCE is focused on anti-racism and ensuring that all of our programs push against racist structures and biases. ReSOURCE is committed to this work and is seeking a Diversity, Equity, & Inclusion Consultant to help audit, recommend and implement policies, practices, programs, and organizational behaviors that foster authentic diversity, equity, and inclusion within ReSOURCE and its programs, positioning the organization internally and externally for greater engagement and impact within the communities we serve. This includes helping to increase diversity across our staff, board, and partner organizations while expanding our culture of inclusion within the organization. Our goal in investing in this work is to become a culturally competent organization where all staff are made to feel welcome and have the opportunity to succeed and advance.

Desired Deliverables

- An internal report assessing the current state of our organization's diversity, equity and inclusion practices and culture
- Goals and Objectives to be included in ReSOURCE's 5-year Strategic Plan that illustrate clear, actionable, and measurable steps that ReSOURCE will prioritize over the next 5 years to achieve stated goals to become a culturally competent organization where everyone has the opportunity to succeed and advance. Specific areas to be addressed in the Strategic Plan include:
  - Organization's equity statement
  - Update policies to align with best practices and identity reporting and monitoring processes.
  - Framework for continued culture changes for long-term sustainability of diversity, equity and inclusion strategies, making sure that practice matches policy.
- Assessment of recruitment/hiring procedures, policies, and promotions. Recommend tools that support diversity, equity and inclusion strategy. Update policies to align with the recommendations and identity reporting and monitoring process.
- Development of internal capacity to provide an ongoing training program and resources database to educate and equip our team to train others as needed, including new hires, board members and program membership.
- Mentoring/coaching as needed for select groups leading DEI efforts.
- Development of internal capacity to organize and advise staff/Board advisory councils to drive this work forward. Review of current proposed structure and recommendations.
- A plan to audit organizational diversity, equity and inclusion processes, policies and efforts moving forward.

We are in the process of updating our strategic plan and will be selecting from two proposals from experienced consultants to conduct an organization-wide review, make recommendations for fostering the desired diverse and equitable culture at ReSOURCE, and provide additional coaching and mentoring services to expand our internal capacity to drive this work forward with both staff and Board. We anticipate this contracted work to start in 2023 and last for at least 3 years. While we will be looking to the consultant to suggest and shape this work with us, we expect the work to include auditing current practices and researching, designing, and creating an implementation plan for an organization-wide initiative to prioritize equity and inclusion; providing coaching to maintain and enhance a cohesive and just organizational culture; and providing an infrastructure for ongoing evaluation of the progress and efficacy of diversity, equity, and inclusion efforts. ReSOURCE has already taken steps to create an internal support system dedicated to these efforts. As a first step, we have launched a series of organization-wide trainings designed to help our staff develop new skills and a common platform of understanding.

4. Have you received Federal or State grant funds in the past three years?  Yes  No
5. Were the activities funded by these sources successfully completed?  Yes  No  N/A  
If No, please explain:

## **VI. Proposed Low & Moderate Income Beneficiaries**

1. Will the program solely serve a specific group of people? If so, check **ONE** below:

Abused Children  Elderly (62 years +)  People with AIDS  
 Battered Spouses  Homeless Persons  Illiterate Adults  
 People with Severe Disabilities

2. a. For your proposed project, please estimate how the **Burlington residents** will break out into the following income categories during the total grant period. Use the Income Table at:

<https://www.burlingtonvt.gov/CEDO/2022-HUD-Income-Limits>

Service / Activity	Unduplicated Total # of Burlington Persons to be Served	# Extremely Low-Income (30% median)	# Very Low-Income (50% median)	# Low-Income (80% median)	# Above Income Limits (above 80% median)
Burlington residents enrolled in YouthBuild or Construction 101	12	2	6	4	0

- b. All CDBG grantees serving limited clientele will be required to use CEDO's **CDBG Beneficiary Self-Certification** form to collect beneficiary data including race, ethnicity, annual income, and family size. Is your organization willing and prepared to add this documentation to the intake process for your CDBG funded program by July 1, 2023?

Yes  NO  Not Serving Limited Clientele

## **VII. Commitment to Equity, Inclusion and Belonging**

1. Who is the project/program designed to benefit? Describe the project/program's target population, citing (if relevant) specific age, gender, income, community/location or other characteristic of the people this program is intended to serve. How do you select and reach your target population?

All of ReSOURCE's training programs address barriers faced by high-need individuals when seeking rewarding employment. ReSOURCE is committed to providing equal opportunity to all qualified persons. While open to the public, most or all of the program participants are categorized as low or very low income; many are unemployed or under-employed and ready to make a change and find successful employment. Most of our recruitment is through either local area High Schools, community organizations, or the partnerships we have VT DOL, VSAC, and CEDO but we've also seen interest for our workshop intensives from other social service agencies that have been referring their clients to ReSOURCE for training for years.

2. Describe the steps you take to make the project/program accessible, inclusive and culturally appropriate for the target population.

ReSOURCE strives to make all of its programs, operations, and employment opportunities accessible to all, promoting an atmosphere defined by trust, open communications, and mutual respect to ensure that all staff and trainees are able to become successful and contributing members of ReSOURCE. ReSOURCE has established Cultural Competencies with the purpose to create conditions through which all ReSOURCE staff and trainees develop the skills, awareness, and practical experience to respectfully and effectively work with diverse people both now and in the future. We work closely with a diverse group of partners to ensure any individuals interested or involved in our programming is representative of our larger community.

## VIII. Budget / Financial Feasibility

**1. Budget Narrative: Provide a clear description of what you will do with CDBG’s investment in the project/program. How will you spend the money? Give specific details.**

CDBG funding will be used for staff time instructing YouthBuild and Construction 101 trainees in affordable housing construction and service projects in Burlington. Staff time includes training module preparation, job site supervision & instruction, certification instruction & training, as well as crew leadership and student instruction & safety training that will occur both on and off the job site. Funds will be also be used for teaching materials, hand tools, marketing, and outreach.

**2. If you plan to pay for staff with CDBG funding, describe what they do in relation to the specific service(s) / activity(ies) in your Project/Program Design.**

a.

Specific Service / Activity	Position/Title	Work Related to CDBG-Funded Activity	# of Hours per Week spent on this Specific Service / Activity	% of Hours per Week spent on this Specific Service / Activity to be paid with CDBG
Project Management	ReSOURCE Training Program Director	Facilitate recruitment, assist in daily activities, and manage technical training of programs	40	10%
Project Delivery	ReSOURCE Construction Intensive Instructor	Facilitate recruitment, train, and manage participants in construction intensive	40	30%
Personal & Professional Development (PPD) Training	ReSOURCE YouthBuild Program Manager	Teach PPD to the YouthBuild and Construction intensive participants	40	30%

**b. All CDBG grantees that use CDBG funds for salaries must submit timesheets that capture total time and effort of staff members funded with CDBG. These timesheets must record CDBG hours worked, other hours worked, all funding sources, and a narrative for all CDBG and non-CDBG funded activities, and they must be signed by the employee and supervisor. Does your organization have the ability to implement a timekeeping system for CDBG funded staff that meets these requirements by July 1, 2023?**

Yes       No       Not Funding Salaries

**3. Program/Project Budget**

Line Item	CDBG Funds	Other	Total
Payroll	\$ 39,468	\$ 440,225	\$ 479,693
Fringe Benefits	\$ 9,078	\$ 69,960	\$ 79,037
Trainee Stipends	\$ -	\$ 10,100	\$ 10,100
Transportation Costs	\$ -	\$ 33,203	\$ 33,203
Occupancy	\$ -	\$ 68,922	\$ 68,922
Supplies/ Materials	\$ 6,000	\$ 47,054	\$ 53,054
Other Costs	\$ -	\$ 25,767	\$ 25,767
Indirect & Administration	\$ 5,454	\$ 106,834	\$ 112,288
<b>TOTAL</b>	<b>\$ 60,000</b>	<b>\$ 802,064</b>	<b>\$ 862,064</b>

**4. Funding Sources**

	Project – Construction Trades		Agency – ReSOURCE	
	Current - 2022	Projected - 2023	Current – 2022	Projected - 2023
CDBG	\$ 30,000	\$ 60,000	\$ 30,000	\$ 60,000
<b>State (specify)</b>				
VT Barn Painting Grant			47,914	
VT Department of Labor		40,000	25,000	40,000
VT Legislature Funding	207,187	253,892	376,703	507,783
Other VT State		12,144		222,521
<b>Federal (specify)</b>				
AmeriCorps YouthBuild	142,000	153,136	142,000	153,136
AmeriCorps Every Body Works			260,000	326,650
DOL YouthBuild	250,000	67,289	250,000	67,289
Other Federal			60,000	375,000
United Way				
Private (specify) - Foundation	160,000	114,000	300,000	350,000
Individual/Corporate			240,000	265,000
Donated Goods/ Services	8,748	8,748	25,020	25,020
Program Income			144,564	151,064
Other (specify) – Social Enterprise Earned Income	26,600	152,856	4,633,446	5,399,753
<b>Total</b>	<b>\$ 824,534</b>	<b>\$ 862,064</b>	<b>\$ 6,534,646</b>	<b>\$ 7,943,216</b>

**5. Of the total project cost, what percentage will be financed with CDBG?**

$$\frac{\$ 60,000}{\text{CDBG Funding}} \div \frac{\$ 862,064}{\text{Total Program/Project Costs}} = \frac{7\%}{\text{Percentage}}$$

**6. Of the total project cost, what would be the total cost per person?**

$$\frac{\$ 862,064}{\text{Total Program/Project Cost}} \div \frac{46}{\# \text{ Total Proposed Beneficiaries}} = \frac{\$ 18,741}{\text{Cost Per Person}}$$

$$\frac{\$ 60,000}{\text{CDBG Funding}} \div \frac{12}{\# \text{ Total Proposed CDBG Beneficiaries}} = \frac{\$ 5,000}{\text{Cost Per Person CDBG Investment}}$$

**7. Why should CDBG resources, as opposed to other sources of funding, be used for this project?**

ReSOURCE’s goals are well aligned with the U.S. Housing & Urban Development Agency (HUD) that distributes CDBG funding; the federal YouthBuild program used to be based out of HUD before shifting to the Department of Labor. CDBG funds directed at easing poverty, removing blight, and improving housing are a good match for the YouthBuild program and job training in the trades is a good fit for local workforce and economic development needs.

**8. Describe your use of community resources, including volunteers. Include any resources not listed in your budget. Will CDBG be used to leverage other resources?**

ReSOURCE has a variety of community partners and has leveraged the following resources that are not listed in our budget: Association of General Contractors of Vermont: trainings, OSHA safety class, job placements; Vermont Talent Pipeline Management: support for job placement, construction apprenticeship partners; VT Adult Learning: educational support and high school completion administration; VSAC: trainee tuition/participation fees; VT Energy Efficiency Investment Corporation: housing construction partner, workshops, and BPI certification; YouthBuild USA: AmeriCorps grant, education awards, individual development accounts for graduates, and staff development and training.



## ***IX. Collaboration/Efficiency***

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**1. Give 1 or 2 examples of key successful collaboration(s) between your program/project and another agency/program/group to address the needs of the people you serve.**

Since its inception, ReSOURCE has been working with CEDO to develop a successful construction and safety training program in Burlington. With this training well-established, CEDO has recommended ReSOURCE combine its Construction Trades applications for both Construction 101 and YouthBuild to support the training and employment placement efforts of both Burlington-based programs. In addition to developing strong construction training that benefits low-income residents and local employers, both programs also complete service projects for area nonprofits and public facilities as part of the training. Additionally, all YouthBuild students are co-enrolled as AmeriCorps members and thus earn an educational award that can be used for further training and college. CEDO continues to offer recruitment support for marginalized populations and ReSOURCE continues to grow relationships with area employers offering job shadow opportunities and preferred hiring of ReSOURCE program graduations.

**2. Do identical or similar community programs exist? How does this program complement or collaborate rather than duplicate services? What makes this program unique?**

ReSOURCE operates the only YouthBuild programs in the state. In Vermont there is a recognized need for rehab construction on homes, primarily those of low-income Vermonters, to save money for our residents and to improve the durability and efficiency of Vermont homes. While there are similar construction partners throughout the state, ReSOURCE is unique because we have chosen to focus on what we do well, providing workforce development training designed for low-income and at-risk populations with significant barriers to employment. The Construction 101 program is not duplicative, but rather complementary, reaching a broader audience and increasing accessibility to training by offering a shorter timeline for certification and skill development without the additional academic instruction offered through YouthBuild. This Intensive style training program has proven successful, such that over the past two years, we've scaled the model to include additional training specialties in Weatherization, Logistics, and HVAC across Vermont.

**3. Provide 1 example of how your agency has become more efficient in achieving your outcomes or managing your project/program.**

ReSOURCE has become more efficient in managing our program by having designated administrative staff manage our grant. Our Grants Manager is responsible for tracking staff time and effort, collecting project paperwork, and maintaining our records and database outcomes throughout the duration of each grant year. This process has created more efficient file management and allows for open dialog between program instructors and administrative staff to assure attainable outcomes and complete documentation.

## ***X. Sustainability***

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**1. How will this project have a long-term benefit to the City of Burlington? If this program/project ends, how will that benefit continue?**

This project will have positive long-term benefits to the City of Burlington by reducing the negative impact of the high school dropout rate; resulting in low-income youth becoming successful workers at local businesses; and increasing the level of community service through the direct involvement of the YouthBuild crews, creating a culture of responsibility, service, and caring. There is an additional long-term benefit of new skilled workers ready for jobs with local employers. Last year, after completing the training program, 91% of Intensive graduates were placed in employment within 6 months of completing training, with average starting wages of \$17/hr. This has long-term benefits not only for participants but also for their families and the City.

There are no plans for these trainings to end, but if they did, the benefits are long-lasting both in terms of increased community engagements and environmental benefits that will last for the lifetime of the housing our students have improved.

**2. CDBG funding is intended for new or expanded services. If CDBG funding ends, will the project be able to continue?**

ReSOURCE is requesting these funds to expand access to local, effective construction trades training. ReSOURCE provides many services and programs to lend a hand in closing the opportunity gap for Vermont youth and families, and their communities; it is important to note that in addition, ReSOURCE provides innovative strategies in education and career training, which is dedicated to ending the cycle of poverty that we often see in multiple generations of a family. Many of our trainees are the first to finish high school, pursue higher education, or develop a trade skill. These are all tools that help them break the cycle of poverty for their families and build a stronger chance for the next generation to have access to these same resources. ReSOURCE has grown support from increased state, private, and foundation support. If funding from CDBG were to end, we would certainly do everything possible to continue and seek alternative funding plans.

**3. How will you prioritize the proposed project activities if you do not receive the full amount requested?**

Ultimately, this request already represents a reduction in funding since the CEDO and ReSOURCE applications have been consolidated into one. As such, we're prepared to seek additional resources, but reducing funding further would require ReSOURCE to potentially reschedule or relocate trainings. CDBG funding allows ReSOURCE to offer our programming to Vermonters without barriers. Any reduced funding would not jeopardize the quality of training provided, but may require us to limit the number of trainees we can serve in each session or the timing of when we could host each intensive.