

City of Burlington / CDBG 2011 Application Form

Eligibility _____ National Objective _____ NRSA _____
(Office Use)

Project # D8
(Office Use)

Project Name: ReBUILD Waste-Not-Products Entrepreneurial Training		
Project Location/Address: 339 Pine Street, Burlington, VT		
Organization: ReSOURCE (formerly ReCycle North)		
Mailing Address: 266 Pine St, Burlington, VT 05401		
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I. **CDBG Funding Request:**

II. **Project Summary:** Briefly describe the project or program to be funded with CDBG. (Please use a one or two sentence description – there is room in Section IV for more detail.)

ReBUILD, a program of ReSOURCE, features the Waste-Not-Products program, which repurposes and fashions items out of salvaged materials from ReBUILD's Deconstruction service. This program will expand its capacity and employ an additional staff person to provide a community wood working shop, train disadvantaged individuals in entrepreneurial skills, and protect the environment by diverting tons of waste from our landfills. Investing in this project will allow the startup of the entrepreneurial training, help expand this social enterprise, and create new and sustainable sources of revenue that will provide employment and help low income people pull themselves out of poverty.

III. **Description of Organization:** Describe the capacity of your organization to successfully carry out the program activities. What is your mission, and how do the proposed activities fit with your mission?

In 1991, ReSOURCE opened its doors to create a space where materials could be reused and human dignity could be renewed. Since then, the organization has grown from a small shop that sold reused furniture and appliances to a multi-faceted organization with 58 staff and four locations that create a marketplace for reuse while providing new opportunities to the under-skilled and long-term unemployed. In addition to providing goods and services at an affordable price to a wide demographic, ReSOURCE also uses its three shops to provide job and life skills training to displaced persons and at-risk youth. ReSOURCE's mission is to (1) protect the environment by reducing the amount of reusable and repairable items dumped in landfills, (2) give individuals in transition valuable job skills, technical training and more opportunity and (3) alleviate the effects of poverty by making vital household goods and building materials available to the poor.

ReSOURCE has been expanding its services and programming to offer more opportunities to at-risk youth and low-income families. In 1996, ReSOURCE began its apprentice-style and educational training programs and in 2004, took on the YouthBuild program. The YouthBuild program serves 16-24 year old youth who have dropped out of high school and need a comprehensive development and job training opportunity. Youth are trained in construction skills while building affordable housing and working alongside ReBUILD's Deconstruction Service. ReSOURCE works to achieve its mission of reuse, job training, and poverty relief while providing social entrepreneurial opportunity for disadvantaged youth through its YouthBuild and other training programs.

ReBUILD at 339 Pine Street consists of the Deconstruction Service, Building Material Store and Waste-Not-Products, a social enterprise that makes new products out of salvaged material. Founded in 2001, ReBUILD addresses the 25 – 40 percent of the US waste stream that is construction and demolition debris.

IV. **Project Description:**

- a. Describe the specific activities to be carried out by your project with CDBG dollars and the accomplishments you plan to achieve. Be specific about the tasks / work that CDBG will pay for. Use the table below, adding rows if necessary. You may add narrative below the table if needed for further description.

Specific Service / Activity:	CDBG will pay for:	Unduplicated Total # of Households / Persons to be Served in this Service / Activity:	Unduplicated Total # of Burlington Households / Persons to be Served:	Outcome(s) to be Achieved:
Launch entrepreneurial training (woodworking technical skills with business training) serving two groups of trainees. Provide incubator space and sales outlet to test market and refine products.	Portion of Waste Not Products Trainer salary	14 total trainees: 2 trainees will be trained in intensive (780 hour) Apprentice-style program and will earn a stipend. 12 other individuals will enroll in business incubator training (40 hour class offered twice per year) and have access to WNP sales pilot program.	10 of 14 total trainees are expected to reside in Burlington	1 of 2 Apprentice-style trainees use new skills to launch business enterprise. 90% of Apprentice-style graduates become gainfully employed. 4 of 12 incubator trainees develop business enterprises. 10 new products brought to market that produce income and protect the environment contributing to a sustainable and local economy.
Provide skill training in woodworking, business development, and marketing to YouthBuild students.	Portion of Waste Not Products Trainer salary. YB students to rotate through WNP shop as part of construction training	20 YouthBuild students will learn how to create and market goods made from salvaged materials.	12 or more of YouthBuild students expected to be from Burlington	67% will graduate from YB program, obtain industry recognized certifications, and high school diploma. 83% of graduates to become gainfully employed. 10% will use business skill training to become self-employed.

Waste-Not-Products (WNP) is an enterprise that creates social and financial value from human and material resources that are otherwise wasted. By training people to develop new business enterprises and produce attractive new products from construction waste, this project will expand Burlington’s local economy and help low income individuals develop, test market, and startup business enterprises and become gainfully self-employed. The 780-hour entrepreneurial training will include technical skill training in tool use, safety, and production; retail and marketing training; and business and financial training. ReSOURCE will co-enroll trainees as appropriate in the Micro Business Development Program (MBDP) and connect trainees to SCORE volunteers.

ReSOURCE will develop a new Waste-Not-Products Apprentice-style training department to complement the existing appliance repair, computer repair, retail management, and office administration departments. ReSOURCE will enroll two trainees annually in this new training department, provide a training stipend, provide classes in personal and professional development, and provide technical support and training in safety, carpentry, production, and business. Trainees will build new products, test sales and demand through sales at ReSOURCE’s three retail locations, and complete a business plan by the end of the program.

ReSOURCE will develop a second shorter business enterprise training that will allow residents interested in starting a business to refine an idea and do test marketing through ReSOURCE’s three stores. This program will include a 40-hour class to be followed with supported access to the carpentry woodshop and production space. Two classes serving six students each class will be offered twice a year.

Twenty YouthBuild students will rotate through the WNP production shop as part of their on-site construction training. The WNP Coordinator will oversee YouthBuild students and will teach the students safe and efficient tool use and production techniques. Students will help prepare materials that will be needed for production, assemble products, and do finishing work (sanding, varnish, hangars, tags, pricing). Students will also be involved in independent projects that will allow them to dream up a new WNP items that can be made from salvaged materials, build a prototype, evaluate production costs, and do a mini marketing analysis. This will teach creative, financial, and entrepreneurial skills while at the same time create possible new products that will allow WNP to grow.

The development of Waste-Not-Products and these entrepreneurial training courses will create sustainable employment, earn income for ReSOURCE's poverty relief activities, and support the organizations job training programs. The Waste Not Products Trainer will develop efficient production processes for products that have already been developed and that have successful markets. S/he will train Deconstruction Crew members to salvage the specific products that are needed for these products and that are currently discarded during the course of Deconstruction jobs. S/he will create systems to efficiently process and prepare these salvaged materials for use. S/he will also develop new products, both unique one of kind items and ones that can be produced in reasonably efficient batches. The resulting product sales will provide sustainable income that will support the entrepreneurial training in years forward.

b. If you plan to pay for staff with CDBG funding, describe what they do in relation to the specific service(s) / activity(ies) described above. All staff that appear in the salary / benefits line items in your budget (Section XV) must be described below. Add rows if necessary.

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
Instructor for entrepreneurial training classes.	Waste Not Products Trainer	Teach entrepreneurial skills to (2) Apprentice-style trainees, (12) Incubator Trainees, and (20) YouthBuild trainees	40	24
Produce Waste Not Products; Support training.	Waste Not Products Coordinator	Americorps position. Support entrepreneurial training	40	0
Marketing and outreach	Marketing Manager	Will expand social enterprise by promoting products and developing wholesale accounts	5	0
Management, support, evaluation	ReBUILD Director	Supervise and support positions and new enterprise	2	0

V. Beneficiary Information

a. For each service / activity you identified in Section IV, please project how the Burlington residents will break out into the following income categories. Use the Income Table at http://www.cedoburlington.org/cdbg/income_limits.htm.

Service / Activity:	Unduplicated Total # of Burlington Households / Persons to be Served:	# Extremely Low-Income	# Low-Income	# Moderate-Income	# Above Moderate-Income
Entrepreneurial Training	10 persons (Apprentice-style and Incubator Training)	3	3	2	2
WNP Entrepreneurial Training for YouthBuild	12 youth	10	1	1	

b. How will/do you document beneficiary income levels?

Trainee applicants will complete a survey that includes household size, income, and disability status and will provide income documentation.

VI. Problem Statement

a. What particular problem or need will this project address?

This project will address three clear and pressing needs in Burlington: (1) vocational and academic alternatives for young adults who were not successful in high school; (2) economic development through entrepreneurial training and business development; (3) environmental conservation through development of an expanded local economy and the creation, marketing, and selling of environmentally-friendly products.

b. How was this need identified?

ReSOURCE targets waste—material waste produced by a mobile and affluent sector of society—and the waste of human potential due to unemployment, inadequate job skills and poor education. Solving the first problem protects the environment by preserving scarce resources. It also creates a tool to solve the second problem. Salvaging materials that would otherwise end up in a dump gives ReSOURCE the means to teach valuable job skills to disadvantaged individuals and to create jobs and promote economic development. In launching ReBUILD in 2001, ReSOURCE sought to apply the model that had worked so well with household goods and the problem of homeless and unemployed adults, to building materials and the specific social problems that affect too many youth--joblessness, poverty, drug use and criminal activity.

Waste Not Products has successfully transformed salvaged building materials into unique and interesting products. ReSOURCE has tested several product lines and has concluded that the enterprise could provide expanded training opportunities and business development opportunities.

c. Why is this a funding priority for Burlington?

The future vitality of Burlington's economy is critically challenged by demographic shifts that will reduce the available pool of skilled labor. Economic development is inextricably bound to workforce development, and for workforce development strategies to have significant impact on the city's economy, they must be inventive and targeted to those at the most risk.

Certain indicators show the effects of inadequate resources for disadvantaged youth: There were 68 serious crimes (homicide, assault, etc.) per thousand residents in Burlington compared to 40 in Chittenden County and 30 in Vermont as a whole. One out of seven Vermont males 18-24 years old is under the supervision or custody of the VT Department of Corrections (DOC) and 95% of those in supervision or custody lack a high school diploma. According to the VT DOC the incarceration rate of 18-24 year olds in Vermont is increasing faster than in any other state.

Burlington's Community Economic Development Office's Economic Development Plan states that the City's economic development strategies are based on four underlying principles: 1. Achieving economic vitality; 2. Preserving and enhancing the environment; 3. Promoting social equity; and 4. Promoting local and continuing education.

Waste-Not-Products project not only creates sustainable jobs that protect the environment, it promotes local education opportunities by creating a unique opportunity to teach disadvantaged and unemployed youth and prepare them for well paying jobs in the construction industry. ReBUILD has created 10 jobs funded from reuse activities, and the enterprise also acts as a wholesaler to architectural salvage firms and other local companies, stimulating economic development.

VII. Program Goals: How will this project reduce the number of people living in poverty? Will it help people move out of poverty? Prevent people from entering poverty? Address basic needs of people living in poverty?

This project will reduce the number of people living in poverty by expanding self-employment and entrepreneurial skills. This project will support training that: (1) allows at-risk youth to learn new skills, complete their high school education, and become gainfully employed and contributing members of the community, (2) builds a workforce that contributes to a growing local economy, and (3) provides hands-on entrepreneurial training and business development opportunities to low income individuals who have creative ideas but lack the space, skills, and support needed to startup and develop a successful enterprise.

a. Are you targeting any specific disadvantaged population/group of people? If so, who are they? (i.e., people with disabilities, minorities, women with children living in poverty, people with limited English proficiency, at-risk youth, etc.)

ReSOURCE's YouthBuild program targets 16-24 year-old-youth who have dropped out of high school, are economically disadvantaged, and have other barriers to employment such as a history with the Department of Corrections. The Apprentice-style Program trains a wide range of disadvantaged individuals with barriers to employment including people who have been homeless, unemployed, dependent on public assistance, or injured and unable to continue work in a prior occupation.

VIII. Equal Opportunity/Accessibility: How do you make sure your programs are accessible to all and culturally appropriate? What equal opportunity efforts do you make in hiring and, if applicable, Board recruitment?

ReSOURCE strives to make all of its programs, operations, and employment opportunities accessible to all and promotes 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. The organization works closely with VT Department of Children and Families (DCF), VT Dept. of Labor (DOL), Howard Human Services, VT Refugee Resettlement, the VT Dept of Corrections, and many others to make sure a diverse group of people know about ReSOURCE's programs and are supported during their enrollment. All announcements for staff vacancies include Equal Opportunity language. It is the policy of the ReSOURCE Board to recruit members who represent the organization's diverse stakeholders. Board members are selected because of particular skills, knowledge and experiences that would benefit the organization and ability to represent all of the organization's stakeholders in the community.

IX. Impact and Evaluation:

a. How do you define success? How do you measure it? How many of your beneficiaries achieve it?

ReSOURCE will evaluate success quarterly by examining interim goals and project development outcomes. Shortfalls in program performance will trigger more comprehensive reviews and an assessment of how best to apply additional resources to correct the problem.

ReSOURCE's board of directors reviews outcomes and has staff evaluate programs through a SWOT assessment (Strengths, Weaknesses, Opportunities, Threats) to identify areas of improvement and effectiveness. The board also reviews actual performance outcomes and goals and works with staff to identify areas for improvement.

WNP goals include measures of financial sustainability (sales, operating costs, margin), employment, and training. Supporting measures of success include statistics to evaluate environmental conservation efforts and poverty relief work. ReSOURCE will track:

- a. the dollar value of reuse and the estimated tonnage of waste diverted from the landfill
- b. the effectiveness of Waste Not Product marketing campaign
- c. the number of Waste Not Products brought to market
- d. the dollar value of Waste Not Products sold
- e. the net dollar value of Waste Not Products supporting the project and the organization

ReSOURCE also tracks statistics related to each component of its mission. These statistics are formalized into a Social Balance Sheet that is compiled annually with systematic and consistent measurements and reported to the Board and in the organization's annual report to the public and interested stakeholders (government agencies, foundations, donors). This Social Balance Sheet includes the following measures: **Reuse:** Reuse sales and services, Reuse tonnage, Recycling tonnage; **Employment:** Total staff, Total FTE's; **Training:** Number of trainees enrolled, Hours of training, Number of trainees placed in jobs, Graduation rate, Employment rate; **Poverty Relief:** Value of goods given away, Number of individuals given voucher for goods, Number of nonprofit organizations given vouchers, Number of affordable housing units constructed or rehabilitated; **Sustainability:** Reuse sales as percent of total expenses, Number of cash donors, Net income.

b. If this is an existing project:

1. **What were your projected accomplishments for your most recent completed funding period or fiscal year?**

Waste-Not-Products sales budget was \$12,284.

2. **What were your actual accomplishments for that period? If you did not meet projections, please explain (i) why and (ii) how you will overcome that issue in the future.**

Waste-Not-Products is expected to have \$7500 in sales in 2010. The sales shortfall is largely due to the nature of production currently. This production has had no dedicated staff workers. A one year AmeriCorps position has helped to provide skill training to trainees (19 YouthBuild) in the woodshop but has not been able to expand production and take advantage of existing sales opportunities. By investing in a new staff position, ReSOURCE expects to both enhance the training it is able to deliver, and ensure higher sales revenue that will make the expanded entrepreneurial training sustainable.

X. Community Participation & Partners

a. How are the community and/or program participants involved in decision-making and in identifying the program need, design and/or evaluation?

ReSOURCE is governed by an eleven-member Board of Directors. The Board helps guide the strategic direction of the organization and evaluates its success in achieving its mission. Each year, the Board works with staff to complete an analysis of strengths, weaknesses, opportunities, and threats. This SWOT analysis allows the Board to set priorities for funding and ensure that the organization achieves its mission.

The YouthBuild program has a Policy Committee made up of three students and has additional support for students through a mentoring program with volunteer community members.

ReSOURCE has been and will continue to identify and solve problems through collaborative work with a wide range of training and poverty relief agencies including VT Youth Conservation Corps, Northern New England Tradeswomen, VT DOL, VT DCF; COTS, Howard Human Services, Spectrum, CVOEO, VEIC, and others.

b. What other agencies or sectors (i.e., government, private) do you work with on this project/program?

Collaboration with other organizations has been an important element of ReSOURCE's strategy in developing both ReBUILD and YouthBuild. The Agency of Natural Resources and Chittenden Solid Waste District were instrumental in the planning stage of ReBUILD. CVOEO, VT Gas, VEIC, Burlington Housing Authority, and Champlain Housing Trust have become important partners with ReSOURCE. Taking over YouthBuild created additional collaborations. A second important collaborative partnership was developed with Vermont Adult Learning (VAL). VAL provides a full-time teacher to the YouthBuild program. This teacher, funded jointly by VAL and ReSOURCE, is based at ReSOURCE but has access to all of VAL's educational resources and teacher training.

XI. Sustainability

a. How will this project have a long-term benefit to the City of Burlington?

In addition to providing entrepreneurial training and keeping tons of debris out of our landfills, ReBUILD's Waste-Not-Products Program will provide a model and workspace to the Burlington community. This project will create employment and support training for at-risk youth, low-income and under- or unemployed Burlington residents.

b. If the project ends, will that benefit continue?

WNP sales are projected to grow to \$45,000 with expanded staffing and training activity that will produce products as a by-product of the entrepreneurial training. This increase assumes a significant gain in the production efficiency as well as the development of new and successful products. The WNP enterprise should become self-sufficient within three years with reuse sales of \$60,000 and fees and tuition for training covering the balance of the \$102,000 annual project cost.

c. If CDBG funding ends, will the project be sustainable (i.e., able to continue)?

Yes. ReSOURCE seeks one-time funding to help startup the two new entrepreneurial training classes. ReSOURCE will sustain these programs through Waste Not Product sales income, fundraising, and government support for training activities and tuition (VSAC non-degree grants, DOL WIA payments, vocational rehabilitation).

XII. Consistency

a. What Consolidated Plan objective does this project support?

OBJECTIVE EO-1.1: Support the start-up of 60 new businesses, the retention/expansion of 60 businesses, the creation of 190 new jobs and the retention of 75 jobs over the next five years by providing technical and financial assistance, information and training to 166 customers each year

OBJECTIVE EO-1.2: Support the development of 50,000 new sq. ft. and the retention/renovation of 150,000 sq. ft. of commercial space, the improvement of public infrastructure facilitating business development, and the collection of \$500,000 additional nonresidential property tax dollars over the next five years, with 1,750 associated construction jobs

OBJECTIVE SL-3.1: Improve 10 public facilities over the next five years

OBJECTIVE SL-3.3: Redevelop 61.2 acres of contaminated sites into 4 new/renovated public facilities, 61 new units of affordable housing and 8 new/renovated commercial spaces over the next five years

b. What other City plans, if any, does this project support or complement?

ReSOURCE also contributes to the City of Burlington's Climate Action Plan, which "joins local businesses and political leaders, and with other communities, in recognizing the dangers posed by global climate change. In 1996, the City Council voted to participate in the "Cities for Climate Protection" campaign organized by the International Council for Local Environmental Initiatives. In 1998, the Council passed a second resolution that set a target for the year 2005 of

reducing greenhouse gas emissions in Burlington by 10 percent below 1990 levels.” By diverting collectively more than 988 tons of materials from the landfill, and thereby reducing outgases produced by materials degrading in our landfills, CO2 emissions are reduced substantially.

XIII. Readiness to Proceed

- a. Is the project ready to begin July 1, 2011 and be completed by June 30, 2012? Yes.
- b. If not, what are the expected start and completion dates? N/A
- c. Are there any other conditions that may affect your ability to begin or complete this project? No.

XIV. Financial Narrative

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

This project provides direct benefit to low-income and under- or un-employed people through the new entrepreneurial training: the disadvantaged youth who will learn job skills and become gainfully employed through the program; and the new staff position at ReSOURCE. These goals are well aligned with the objectives of the CDBG grant program.

- b. Describe your use of community resources. For example, will your project be matched or leveraged with other funding sources or resources (such as volunteers) that don't appear in the budget summary below?

This project is a partnership between YouthBuild USA (AmeriCorps grant), private funders, and the City of Burlington [339 Pine Street space]. All project partners are committed to seeing this program implemented and have allocated staff time for recruiting and tracking participants.

- c. Has your organization had any significant changes in funding levels over the last year? If so, please describe.

ReSOURCE has seen its operating expenses increase over the past year. The organization is expanding into Barre, Vermont, and while this expansion will serve a larger population of low-income Vermonters, it has put a financial strain on the organization's program budgets.

- d. What percent of Agency funds are used for administration vs. program costs?

Just 11% of ReSOURCE's total budget is used for administration and fundraising; 89% of funds are used to directly support program activities.

XV. Budget

	Project		Agency	
	Current	Projected	Current	Projected
CDBG	-	25,000	37,936	60,000
State		-	60,000	64,680
Federal	15,000.00	16,652	796,258	894,278
United Way			41,414	44,500
Private	10,000.00	15,000	1,109,473	1,043,000
Program Income	7,500.00	45,000	1,665,975	1,763,320
Other			40,756	59,640
Total	32,500	101,652	3,751,812	3,929,418

* Must match your CDBG request amount on Page 1.

** Must match in all three boxes on Pages 7 and 8.

b. Proposed Project Budget Sources

CDBG	\$25,000*
Other Federal – please specify funder and program (i.e., HUD – Emergency Shelter Grant, etc.)	
AmeriCorps Grant (through YouthBuild USA)	\$ 15,000
	\$
	\$
	\$
State – please specify funder and program (i.e., Department of Health – AIDS Prevention, etc.)	
	\$
	\$
	\$
United Way of Chittenden County	\$
Private – please specify (i.e., individual donations, foundations, faith-based organizations, etc.)	
Foundations, Individual donations	\$16,652
	\$
Other – please specify (i.e., fee-for-service, etc.)	
Sales of Waste Not Products	\$45,000
	\$
TOTAL	\$101,652**

c. Proposed Budget Uses

<u>Line Item</u>	CDBG	Other	Total
WNP Trainer (new position)	25,000	16,820	41,820
WNP Coordinator (Americorps position)		22,140	22,140
Program Director		2,768	2,768
Marketing Manager		9,225	9,225
AS Trainee Stipends		6,458	6,458
Space/Utilities		5,000	5,000
Supplies/ Materials		5,000	5,000
Administration		8,595	8,595
TOTAL	25,000	76,652	101,652

* Must match your CDBG request amount on Page 1.

** Must match in all three boxes on Pages 7 and 8.