

# Employment Facilitation

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*Empire State Poverty Reduction Initiative  
(ESPRI)*

## ***Chautauqua County Chapter NYSARC Inc***

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# Application Form

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## Project Name\*

Employment Facilitation

## Amount Requested\*

\$387,865.00

## Needs Assessment\*

Please include:

- Purpose of the project
- Evidence of the need
- Description of the target population, including the challenges and barriers they face

Jamestown is in dire need of a multi dimensional, transformational approach to decrease the number of ALICE households. Contained is a two-pronged approach to assistant local businesses that are struggling with the unique needs of their workforce by providing employment facilitation in addition to supporting vulnerable employees in ALICE families by providing support and resources that will assist them in maintaining employment and increasing economic self-sufficiency.

The Resource Center (TRC) has worked with businesses over the last 30 years and knows that many employers that have limited resources and capacity and are subsequently unable to effectively support the unique, complex needs of their workforce.

Businesses are experiencing a limited pool of applicants with a multitude of issues, particularly among employees with low to moderate income. Impoverished workers are more likely to hold part-time jobs, move in and out of work and have other work-related issues affecting their ability to keep their jobs (WHO, 2008). Situational stressors related to generational poverty can greatly affect an individual's ability to effectively maintain employment.

The number of jobs held by Chautauqua County residents has declined 7% since 2009, and the Manufacturing sector has had the largest losses, declining 27%.

Also reported were concerns related to "barriers" to employment; "inaccessible jobs, limited hours and possible discrimination; shortage of affordable, quality child care, especially during off-hours; substandard housing, unsafe neighborhoods; lack of access to health care specialists; concerns about the public assistance system." Employer interviews further revealed that one of the reasons their jobs remain vacant are due to a lack of soft skills among their employees.

Maintaining employment improves financial condition and lessens risk of continued poverty. Long-term employment affords opportunities for gaining knowledge and advancement thereby improving earning potential.

This project will address these barriers through connecting both employees and businesses with enhanced supports, opportunities and education. One of the key objectives of this project is to keep people employed so they can gain experience and training necessary to move into higher paying jobs, thereby improving their chances of achieving economic stability and moving out of the poverty threshold.

The target population includes Jamestown area employers along with the individuals who are workers (in ALICE households) with low to moderate incomes who are considered “vulnerable” based on a variety of factors that may include social determinants of health affecting success at work by leading to negative workplace behaviors including chronic tardiness, absenteeism and job abandonment. Social determinants affecting employment may include their personal physical environment, lack of social support networks and/or access to health care.

## Project Description\*

**Click here to access a blank template for the Aim & Driver Diagram; complete the form, save the document to your computer, and upload that file (see below).**

- Define specific activities that will be implemented to achieve the stated Aim.
- Explain how the project will benefit the target population and overcome barriers and challenges.
- Explain how data will be collected and used to assess effectiveness.
- Describe how existing evidence-based or effective practices will be used in the proposed project.
- Describe the collaborations that will be established or strengthened in the proposed project.
- Describe how the project leverages other funding sources and will be sustained beyond the project period.

TRC Aim-and-Driver-fillable.pdf

This proposal is designed to offer support to local businesses who may not otherwise have access to resources or knowledge of issues associated with, the effective management of employees, specifically those who are considered “vulnerable” due to generational poverty and complex work-related issues such as addiction, lack of social supports, health care, child care and transportation.

The project is predicated on Bridges Out of Poverty and Working Bridges Program, an employer collaborative dedicated to improving work-place productivity, retention, advancement, financial stability and well-being.

We will demonstrate success by improving workforce stability and economic self-sufficiency using multifaceted interventions with both employees and employers such as:

- Customized employee support plans
- Linkages & referrals to community resources
- Educating businesses on effective workforce retention strategies for the target population

An Employment Facilitator will work to reduce barriers to and maintain employment by partnering with community organizations such as: The Boys & Girls Club, Catholic Charities, Prendergast Library, Housing Options Made Easy, Chautauqua Blind Association and Legal Assistance of WNY.

Employees will have a customized employment plan which includes an assessment of community resources and supports for identified needs. Intervention will revolve around ten primary factors identified in Working Bridges:

- Handling financial emergencies
- Affordable housing
- Benefits, including navigation of benefits cliffs
- Child care
- Transportation
- Health insurance
- Education / training
- Legal concerns
- Behavioral health supports
- Work benefits

Customized employment plans will also incorporate family stability, a key social determinate that often times impedes successful employment i.e. children having issues at school, homelessness, an ill spouse or parent who requires care.

In addition, Employment Facilitators will provide soft skills training, a major factor leading to loss of employment, particularly among this population, including communication skills, teamwork, adaptability, problem solving, self-confidence and conflict resolution. This will be provided individually, in groups or thru referrals to other community partners in addition to utilizing an evidence based computerized tool called “FedCap” which allows people on-line access, scoring and measurement of soft skills.

Up to 20 Jamestown area businesses that are experiencing high rates of turnover and difficulty obtaining and maintaining a satisfactory workforce will be identified. In preparing this application, TRC has connected with the following businesses who have expressed an interest in project participation:

- Truck-Lite
- Heritage Centers
- Double Tree Hilton
- I-86 Auto Repair

An Employment Facilitator will be assigned to each business. Initial work will develop baseline data for turnover, retention and basic workforce demographics and then targets will be developed. TRC will work in conjunction with the WIB to strengthen workforce business intelligence data for employers. The initial business assessment will also include development of and/or strengthening of business relations with the services offered by the WIB. Often times, businesses may not fully be aware of the complex array of supports and resources available such as training funds, tax credits and job boards for effective recruitment. TRC will partner with the WIB to ensure these supports are a part of the service and written into the customized plan for each business.

Thru the collaboration with the WIB, employers will have the opportunity to received enhanced financial incentives by ensuring they take full advantage of all tax credits and training funds that can be offered and ultimately by retaining their employees. In addition, businesses will realize financial savings of improved overall employee retention, by lowering their recruitment and turn over costs.

Much like Working Bridges, Employment Facilitators will provide ongoing education and support to business for trainings and educational sessions to help better understand the needs of the workforce and how they can react to develop win/win situations. This will be a critical component and will include all levels of management and employees in formal and informal leadership positions.

The other vital component of this project are the employees who will be identified as able to benefit from the assistance of an Employment Facilitator. The scope of this project can be extended to the applicant pool if the business is interested. Many businesses report that they may have skill-qualified applicants yet often times the applicants can't meet the additional hiring criteria beyond the identified skills. This can also be addressed in this project.

An Employment Facilitator will meet individually with employees to assess needs and create a customized employment retention and advancement plan and will be on-site to provide support to both the employees and the business.

The project design uses financial payments for employees to incentivize but also to provide an additional, though modest, amount of financial support during the project term. Steps will include maintaining 1,3,6,9 months and 1 year of stable employment defined by the number of unplanned absences , or another criteria as mutually agreed upon by TRC and the business, that is indicative of employee success and employer satisfaction.

Sustainability of the project will be achieved after the pilot demonstrates the anticipated results and businesses are able to support the continuation of the Employment Facilitators thru investments they make to ensure consistent and ongoing support to their workforce. Employers will value the interventions provided

as realize the return on their investment. Future grants for targeted initiatives, such as training and educational opportunities, may also help in sustaining the project.

## Evaluation and Project Improvement\*

- Identify baseline measures that will be tracked throughout the project. The baseline must align with the proposed project Aim and associated Drivers.
- Describe the process and frequency for how the measures will be collected.
- Describe how the use of PDSA cycles will be used to modify service delivery throughout the project.

This project will target up to 20 local small businesses and will serve up to 150 ALICE individuals while successfully transitioning 50 of these individuals and their families out of the poverty threshold.

This project will provide support to the businesses and the employees /employment candidates throughout the project period. The 1st Q will be used for ramp up, hiring 2 full-time Employment Facilitators and outreach to additional business to solidify the cohort of participants. Business will be identified for participation thru TRC's current contacts, development of new contacts and partnering with the WIB and other sources. The next 4 Q's will be project implementation, data collection and reporting. The last Q will include work to ensure stability and sustainability.

Data will be collected from the business and the employee by the Employment Facilitator to monitor and measure success. Baseline measures used in this project include:

- Turnover rates
- Absenteeism
- # of individuals meeting prescribed goals
- # of internal advancements (promotions) or % of earning increase
- Reliance on public assistance
- Family Stability Scale

Data will be collected on an ongoing basis and evaluated quarterly. Progress reports will be done monthly to document success and next steps.

The basis for evaluating program effectiveness and making necessary adjustments will be the Plan, Do, Study, Act (PDSA) approach. Keeping in mind the basic tenets of the PDSA cycle which include: what are we trying to accomplish, how do we know the change (action) is an improvement and what can be done that will result in improvement; this project will put the following activities in place.

P:Using a team made up of the Employment Facilitators (TRC), WIB team members program administration, employer representative(s) and employee representative(s), each intervention will be identified and reviewed by the team.

D:Once the plan is reviewed, it will be implemented. There will be ongoing communication with the team in order to ensure things stay on track and regular audits will take place with the team to ensure proper implementation and effectiveness of the new process.

S:Throughout implementation of the program, the success of interventions and outcomes of the program initiatives selected by the PDSA team will be evaluated, or "checked". Whenever possible, results over time will be represented visually as in a chart format for display at team meetings. Actual results will be compared to expected results (or baseline measures) and various factors contributing to these results will be considered.

A: At this stage of the process, the team will determine whether the process worked or not. If results demonstrate elements of the program are not effective, they can be discontinued or modified. This may lead the team to go back to the planning phase to develop new approaches.

If, however, the process is working, the team may decide to continue the initiatives as designed.

## Organizational Information\*

- Outline how capacity will be expanded to deliver proposed project.
- Explain how the oversight for the proposed project will occur.
- Upload Profit & Loss and Statement of Statement of Financial Position for the organization.

TRC P&L 10.6.17.pdf

TRC has over 30 years experience in employment services and utilizing an evidence-based “staff assistance” program since 2004, assisting our own staff to maintain employment using individualized case management.

In order to implement this program, The Resource Center will hire two full-time Employment Facilitators. In addition, we will formalize the collaboration with the WIB and begin the design of the project including all of the materials and tools required.

Oversight will be provided by existing program administration via allocation of resources. This will include the Heather C. Brown, MEd. , Assistant Executive Director for Program Operations and Teri Johnson, Director of Employment and Community Based Services. Both Ms. Brown and Ms. Johnson have extensive experience with new program start up and design, but also a long history of proving employment services and supports to vulnerable populations. We have managed large scale grant projects on a local, state and federal level and have the knowledge and resource available to ensure the successful implementation of a project such as the one outlined in this proposal.

## Project Budget\*

**Click here to access a blank template for the project budget; complete the form, save the document to your computer and upload that file.**

10.6.17 Project-budget-ESPRI TRC 1.pdf

## Budget Narrative\*

- Provide a narrative that explains the amount requested for each line of the budget.
- It should specifically describe how each item will support the achievement of the proposed project aim.
- Do not use the Budget Narrative to expand the Project Description.

Employment Facilitation  
Budget Narrative/ESPRI

REVENUE:

Grants: \$387,865 This represents ESPRI funding secured via this grant application and will cover all expenses of this program.

EXPENSES:

Salaries total \$130,594 (all based on 40 hours per week x 65 weeks):

Project Director: .04 FTE Administrative Oversight will be provided by Heather C. Brown, Assistant Executive Director of Program Operations, who will provide administrative guidance and leadership to the Employment Facilitation team and will act as a direct conduit to Executive Leadership of the Agency.

Program Manager: .09 FTE The Project Manager role will be assumed by Terri Johnson, who currently oversees the direct operation of all Employment and Community-Based Services, Terri will conduct hiring, training, and supervising staff in addition to assisting to secure employers for the project.

Employment Facilitators: 2 FTE. Employment Facilitators will work directly with employers and employees in providing education, skill building, scheduling/ running meetings, tracking retention data and initiating distribution of incentive payments.

Fringe: \$46,532. -Fringe is calculated based on the following: Unemployment; Social Security Worker's Comp %; Disability Insurance Other Benefits; Pension; Employee FSA; Healthcare Plan

Supplies: \$30,620-includes:

- \$3,120 cost of Bridges out of Poverty books and workbooks for employers, staff and employee participants in the project.

- \$8,000 cost of class supplies/refreshments for employer classes :20 employers x 8 meetings/ educational sessions each x \$50 each

- \$19,500 cost of employee classes:1 x month x 13 months@20 employers

Occupancy: \$1,590 Includes cost for monthly rent and utilities for space to house Employment Facilitators @ TRC site

Equipment: \$3,200 cell phones & computers for 2 Employment Facilitators.

Travel – \$5,000 includes mileage at TRC rate( uses IRA rate for guide) for 2 Employment Facilitators to various community locations to attend meetings and conduct ongoing business with employers and employees.

Professional Development – \$4,500 to provide Employment Facilitators with initial training during “ramp-up” phase as well as any ongoing training that may be deemed necessary for staff to attend in order to enhance skill set.

Awards, Grants or Stipends-\$120,000 includes employee incentive bonuses as described in Program Description. To be administered by The Resource Center via invoices submitted from employers for payment to employee per terms of the incentive structure

Other- \$27,360 for .5 FTE contractual amount for the Chautauqua County Workforce Investment Board to provide services as described in Program Description.

G&A: \$18,469 based on 5% of operating expenses directly related to administration of this grant. This includes payroll functions, contract payments, invoicing, and incentive payment management.

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# Application Files

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## ***Applicant File Uploads***

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- TRC Aim-and-Driver-fillable.pdf
- TRC P&L 10.6.17.pdf
- 10.6.17 Project-budget-ESPRI TRC 1.pdf

## ***Supporting Documents***

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*No files were uploaded*

Agency Name:

Date:

Program Name:

AIM

PRIMARY DRIVER

SECONDARY DRIVER

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**The Resource Center  
Statement of Financial Position  
As of August 31, 2017**

ASSETS			
<b>CURRENT ASSETS:</b>			
Cash	7,492,945		
Restricted Cash - Held Others	465,572		
Short-term Investments	4,989,700		
Due From Related Parties	21,405		
Accounts Receivable	7,278,183		
Allowance for Doubtful Account	(213,810)		
Inventory - Pharmacy	220,148		
Raw Materials Inventory	1,750,941		
Work In Progress Inventory	1,359,734		
Finished Goods Inventory	1,080,468		
<b>TOTAL INVENTORY</b>	<b>4,411,291</b>	393,566	
Prepaid Expense	1,286,800		
<b>TOTAL CURRENT ASSETS:</b>		<b>25,732,086</b>	(896,914)

**LONG TERM ASSETS:**

Long-term Investments	252,158		
Bond Fees	37,332		
Notes Receivable CCRI	131,158		
<b>FIXED ASSETS:</b>			
Land	266,066		
Leasehold Improvements	8,386,613		
Accum Dep Leasehold Improv	(6,384,349)		
Net Leasehold Improvements	2,002,264		
Buildings	8,116,552		
Accum. Building Depreciation	(6,561,459)		
Net Buildings	1,555,093		
Building Improvements	12,858,867		
Accum Dep Building Improv	(8,278,847)		
Net Building Improvements	4,580,020		
Construction In Progress	139,636		
Furniture & Fixtures	1,673,569		
Accum. Furniture & Fixture Depreciation	(1,251,221)		
Net Furnitures & Fixtures	422,348		
Equipment	6,914,584		
Accum. Equipment Depreciation	(5,187,307)		
Net Equipment	1,727,277		
Software	3,471,125		
Accumulated Software Depreciation	(3,042,007)		
Net Software	429,118		
Vehicles	1,496,897		
Accum Depreciation Vehicles	(1,345,746)		
Net Vehicles	151,151		
<b>TOTAL FIXED ASSETS</b>	<b>11,272,973</b>		

<b>TOTAL LONG TERM ASSETS</b>	<b>11,693,621</b>		
<b>TOTAL ASSETS</b>	<b>37,425,707</b>	Acid Test Ratio	0.90

The Resource Center  
Statement of Financial Position  
As of August 31, 2017

CURRENT LIABILITIES:	LIABILITIES	
Accounts Payable	1,119,524	438,982
Outstanding Checks	19,363	
Miscellaneous Payable	37,187	
Salary & Wage Payable	966,558	
Worker's Compensation Reserve	2,028,869	
Health Care Plan Reserve	2,716,136	
Health Care Reimb Arrangement	417,309	
Accrued Benefits	821,680	
Accrued Pension Plan	867,088	
Sales Tax Payable	482	
Tax Assessment	193,074	
Maint Contract Recoupment	34,802	
JCTP Individual Receiving Services Fund	4,988	
Funds Held For Others	465,572	
Individual Receiving Services Personal Funds Held	4,436	
Estimated Rate Adjustments	48,816	
Deferred Income	11,394,853	
LTSE Excess Reimbursement	35,099	
WATR Liability	282	
Premium on Bonds Payable	1,735	
FI/CSS Liability	77,332	
Excess Reimbursement for SUCCESS	35,489	
Interest Payable	17,019	
Mortgage Payable - Current Portion	697,490	
NYSARC Tax Exempt Lease - Current Portion	263,054	
<b>TOTAL CURRENT LIABILITIES</b>	<b>22,268,237</b>	<b>(838,198)</b>
LONG TERM LIABILITIES:		
Mortgage Payable Long Term	2,666,761	
NYSARC Tax Exempt Lease	262,502	
Derivative Instruments	94,507	
Accrued Liability - 457 Trust	937,259	
<b>TOTAL LONG TERM LIABILITIES</b>	<b>3,961,029</b>	<b>(70,032)</b>
FUND BALANCE		
Beginning Fund Balance	12,714,399	
Income Statement	(1,517,958)	
<b>ENDING FUND BALANCE</b>	<b>11,196,441</b>	<b>(173,448)</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>37,425,707</b>	

The Resource Center  
Statement of Income and Expenses  
Consolidated

For the Eight Months Ending August 31, 2017

THIS PERIOD			YEAR TO DATE		
BUDGET	ACTUAL	% OF BUD	BUDGET	ACTUAL	% OF BUD
<b>Revenues</b>					
914,818	808,690	88%	10,219,689	9,637,592	94%
90,345	60,632	67%	722,760	590,231	82%
206,528	161,108	78%	1,535,679	1,532,955	100%
28,493	114,682	402%	232,944	261,553	112%
10,317	19,433	188%	82,536	72,517	88%
1,625	1,050	65%	13,000	11,781	91%
1,185,469	1,248,779	105%	9,295,961	9,522,430	102%
1,320,173	1,189,849	90%	10,157,846	9,671,508	95%
37,062	38,146	103%	296,496	305,840	103%
737,248	668,101	91%	5,721,270	5,290,321	92%
163,994	161,573	99%	1,284,019	1,338,882	104%
38,612	21,699	56%	344,604	234,693	68%
160,014	148,105	93%	1,280,112	1,342,870	105%
130,191	83,521	64%	982,023	632,173	64%
165,361	91,424	55%	1,322,888	850,188	64%
212,954	331,996	156%	1,703,632	1,398,592	82%
260,963	298,247	114%	2,087,704	2,047,977	98%
473,366	520,542	110%	4,053,839	3,468,914	86%
<b>6,137,533</b>	<b>5,967,578</b>	<b>97%</b>	<b>51,337,002</b>	<b>48,211,016</b>	<b>94%</b>
<b>Expenses</b>					
3,375,387	3,252,342	96%	25,810,212	25,627,986	99%
927,779	950,866	102%	7,257,148	7,245,190	100%
1,158,329	793,547	69%	11,389,917	9,547,055	84%
476,051	472,937	99%	3,888,612	3,507,537	90%
121,974	76,147	62%	956,607	818,544	86%
178,101	236,458	133%	1,428,067	1,257,939	88%
192,957	359,069	186%	1,550,801	1,834,129	118%
<b>6,430,578</b>	<b>6,141,367</b>	<b>96%</b>	<b>52,281,364</b>	<b>49,838,379</b>	<b>95%</b>
(293,045)	(173,789)	59%	(944,362)	(1,627,363)	172%
-	-	0%	-	57,613	0%
-	341	0%	-	51,792	0%
<b>(293,045)</b>	<b>(173,448)</b>	<b>59%</b>	<b>(944,362)</b>	<b>(1,517,958)</b>	<b>161%</b>

