

## **Program Design Case Study**

### **Profile of JOBS-R-US**

JOBS-R-US, is a 20 year old organization located in Spring City. JOBS-R-US offers training and placement services to low-income job seekers. Its core mission is to enable low-income residents to reach family sustaining wage levels through employment.

The Jobs-R-US program has some key components:

#### 1) Outreach

- Conduct individual outreach to surrounding community
- Contact local CBOs to get referrals for training

#### 2) Intake and Assessment:

- TABE test
- Individual interview
- CORI check
- Typing test

#### 3) Core Trainings

- Administrative skills for financial careers – 16 week training of 500 hours; total of 80 trained each year; placement rate of 72%
- Hospitality training – 6 week training of 180 hours; total of 40 trained each year.
- Job Readiness training – 4 week training of 100 hours; total of 60 trained each year.

#### 4) Placement Work

- Strong relationships in the administrative training with employers – one employer in particular is the backbone of the placement work, hiring an average of 15% of the graduates.
- Hospitality training curriculum is supported by the employers, who come in and provide one week of the training themselves.
- Post-placement - Case managers follow up with clients after placement as follows: once a week for the first month; then monthly for next five months

#### 5) Management:

- There is a staff of 9 – two full time instructors, four case manager/job developers, one administrative support staff, and two managers

You are the Director of the agency that oversees all of the workforce programs, and you are responsible for making sure that you meet budget.

**Budget Cuts:**

The current annual operating budget is \$548K.

1) In January, the biggest foundation that provides funding has just lost money in the stock market and they call to inform you that they can no longer fund your program. This represents a \$50,000 cut in your budget.

2) In February you learn more news. Your state contract runs out in June, and you understand that there will be an additional 20% cut in state funds because of the state fiscal crisis. You have a \$200,000 state contract, so this means that you will get \$100,000 from January to June and \$80,000 from July to December.

**Questions:**

- 1) How would you approach the decision-making process to address the funding cuts?
  - a. What criteria would you use to weigh options?
  - b. Who would you involve in the process?

- 2) What additional information would be helpful in making decisions?

- 3) See handout on budget. Identify two options to balance the budget
  - a. What are the pros and cons of each?
  - b. Which would you choose and why?
  - c. What would you say to your funders?