



**Training Proposal for:
National Community Renaissance**

Fast Track ≤ \$100,000

ET15-0161

Panel Meeting of: June 27, 2014

ETP Regional Office: North Hollywood

Analyst: M. Reeves

CONTRACTOR

- Type of Industry: Services
- Priority Industry: Yes No
- Number of Full-Time Employees
 - California: 352
 - Worldwide: 382
 - Number to be trained: 49
 - Owner Yes No
 - Mgr/Supr 0
 - Frontline 49
- Out-of-State Competition: No OSC
- Special Employment Training: Yes No
- High Unemployment Area: Yes No
- Turnover Rate: 20%
- Repeat Contractor: Yes No
- Substantial Contribution: Yes No

FUNDING

- Requested Amount: \$49,980
- In-Kind Contribution: \$51,646

TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Imp.	49	8-200	0	\$1,020	\$14.90
				Weighted Avg: 68			

- Reimbursement Rate: \$15 Standard Retraining
- County(ies): San Bernardino, Riverside, San Diego, Los Angeles
- Occupations to be Trained: Community/Assistant Manager, Leasing Agent, Residential Service Technician Staff, Porter
- Union Representation: Yes
 No
- Health Benefits: \$2.93 per hour
- Electronic Recordkeeping: Requested Approved LMS

SUBCONTRACTORS

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

OVERVIEW

Founded in 1991, National Community Renaissance (National CORE) develops, builds, rehabilitates, and manages quality affordable housing apartment communities for low to moderate income families and seniors. National CORE is headquartered in Rancho Cucamonga and has 64 housing communities located throughout California. However, this training proposal only targets employees at 19 properties in Southern California.

National CORE's business model is comprised of four in-house divisions/competencies:

- Project Development (including Rehabilitation)
- Construction Services
- Property Management
- Social Services

Since National CORE does not contract to external specialists, the Company's business portfolio relies heavily on the knowledge and expertise of in-house personnel. Therefore, the Company must provide employees with appropriate training to maintain the highest level of quality and service.

As a socially-conscious company, National CORE must be continually responsive to changes in the political, financial, and environmental landscapes. Since 2012, the Company has been expanding services to transform its properties into community-based Family Opportunity Centers.

Financing for affordable developments has changed considerably over the past five years. Consequently, the Company has been able to leverage support by working closely with city and municipal partners, resulting in more Transit-Oriented Development and mixed-use properties.

Changes in construction have primarily revolved around the shift toward "green" building. As a result, National CORE now incorporates various aspects of green building technology into all of its new developments.

The Company recently moved its corporate offices into an open workspace to facilitate better teamwork and sharing of ideas. This move also led to a reduction in the use of paper, and the Company is now in the process of transitioning to electronic-only records.

The proposed training will focus on new approaches and techniques to property management and building maintenance. The Company aims to equip its workforce with the skills to respond more effectively to changes in business/customer demands, reduce errors, and work more efficiently in a team environment.

Training Plan

Business Skills - Training will be offered to all occupations. Trainees will learn to communicate more effectively with fellow employees, project development partners, and current/prospective tenants. Employees will also learn to manage projects/properties with greater efficiency and facilitate mutually agreeable business plans with vendors, residents, and community partners.

Commercial Skills - Training will be offered to Residential Service Technician Staff and Porters. Trainees will upgrade skills in building maintenance, electrical, plumbing, energy planning, and appliance repair. This training is designed to help workers manage and perform daily tasks across multiple projects and facilities.

Computer Skills – Training will be offered to all occupations. All trainees will receive some level of training on existing and upgraded software technology. Company-specific training in YARDI software will help streamline workflow and improve coordination and consistency in the areas of budgeting, scheduling, and planning.

Continuous Improvement - This training will be offered to all occupations. These modules are intended to help identify and implement process improvements at all company locations. Teambuilding and Decision Making training will equip trainees with the skills to work both independently and collectively on projects/tasks at their respective facilities.

SET/HUA ETP Minimum Wage

The High Unemployment Area (HUA) wage modification applies when training is in a region with unemployment exceeding the state average by at least 25%. The Company's facilities in the cities of Bell, Bell Gardens, Hawthorne, Indio, Los Angeles, National City, Palmdale, Rialto, and Victorville qualify for HUA status under these standards. Thus, all trainees will be held to the ETP Minimum Wage, rather than the Statewide Average Hourly Wage, as the post-retention wage requirement.

Frontline Worker

National CORE requests to train Community/Assistant Managers in this project, as frontline managers. These employees spend more than 50% of their time performing frontline duties (managing day-to-day activities and property operations); and they do not hire, fire, or make company policy. Therefore, based on the nature and scope of their job duties, these trainees meet the Panel's definition of frontline workers.

Prior Performance

Several topics in the Curriculum have been carried over from the prior agreement. However, the Company has confirmed that all subject matter has been updated and/or improved and the trainee population has been narrowly defined, so there will be no duplication of training.

Recordkeeping

Staff has approved the use of a Learning Management System for recordkeeping.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by National CORE under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET12-0373	Rancho Cucamonga	05/07/12 – 05/06/14	\$132,000	TBD*	

*The Company delivered 8,233 eligible training hours, which is approximately 94% of the planned training hours for this contract. The Company expects to earn 85% of the contract-approved amount, after retention. This projection is supported by the hours logged in ETP's Online Tracking System.

Exhibit B: Menu Curriculum

Class/Lab Hours

8 - 200 Trainees may receive any of the following:

BUSINESS SKILLS

- + Marketing/Sales Techniques
- + Negotiation Skills
- + Project/Property Management
- + Strategic Planning
- + Communication Skills

COMMERCIAL SKILLS

- + Construction Planning, Development & Building
- + Energy/Environmental Planning & Implementation
- + Engineering Theory/Planning/Design
- + Community Planning/Partnerships & Services
- + HVAC
- + Plumbing
- + Electrical
- + Certified Pool Operator
- + Swimming Pool Maintenance
- + Appliance Repair
- + Building Maintenance

COMPUTER SKILLS

- + Advanced Microsoft Office
- + Autodesk AutoCAD
- + YARDI (Property Management Software)

CONTINUOUS IMPROVEMENT

- + Cause Analysis/Problem Solving/Decision Making
- + Process Improvement
- + Team Building
- + Leadership
- + Decision Making
- + Motivation
- + Coaching

<p>Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.</p>
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