Training Proposal for:

Urban Corps of San Diego County Charter School

Agreement Number: ET17-0406

Panel Meeting of: February 23, 2017

ETP Regional Office: San Diego          Analyst: J. Davey

PROJECT PROFILE

<table>
<thead>
<tr>
<th>Contract Attributes:</th>
<th>Industry Sector(s):</th>
<th>Priority Industry:</th>
</tr>
</thead>
<tbody>
<tr>
<td>SET</td>
<td>Construction</td>
<td>□ Yes  □ No</td>
</tr>
<tr>
<td>At-Risk Youth</td>
<td>Services</td>
<td></td>
</tr>
<tr>
<td>Ex-Offender</td>
<td>Green Technology</td>
<td></td>
</tr>
<tr>
<td>Multiple Barriers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Hire</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Counties Served:</th>
<th>Repeat Contractor:</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Diego</td>
<td>□ Yes  □ No</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Union(s):</th>
<th>Turnover Rate:</th>
<th>Managers/Supervisors: (% of total trainees)</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Yes  □ No</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

FUNDING DETAIL

<table>
<thead>
<tr>
<th>Program Costs</th>
<th>Support Costs</th>
<th>= Total ETP Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>$260,000</td>
<td>$24,950</td>
<td>$284,950</td>
</tr>
</tbody>
</table>

In-Kind Contribution: 50% of Total ETP Funding Required

Inherent
**TRAINING PLAN TABLE**

<table>
<thead>
<tr>
<th>Job No.</th>
<th>Job Description</th>
<th>Type of Training</th>
<th>Estimated No. of Trainees</th>
<th>Range of Hours</th>
<th>Average Cost per Trainee</th>
<th>Post-Retention Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>New Hire SET Ex-Offender At-Risk Youth</td>
<td>Business Skills, Commercial Skills, Computer Skills, Literacy Skills, OSHA 10</td>
<td>50</td>
<td>8-260 0</td>
<td>$5,699</td>
<td>*$10.50</td>
</tr>
</tbody>
</table>

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.*

**Minimum Wage by County:** San Diego County (SET Multiple Barriers/waiver) – Job Number 1: $10.50

**Health Benefits:** ☑ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?** ☐ Yes ☐ No ☑ Maybe Participating employers may use health benefits to meet the Post-Retention Wage.

**Wage Range by Occupation**

<table>
<thead>
<tr>
<th>Occupation Titles</th>
<th>Wage Range</th>
<th>Estimated # of Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative/Office Staff</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Construction Worker</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Customer Service Representative</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Hospitality Representative</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Janitor/Maintenance</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Landscaper</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Recycling Specialist</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Retail Associate</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

**INTRODUCTION**

Urban Corps of San Diego County Charter School (Urban Corps) (http://urbancorpssd.org/) was founded by the San Diego City Council in 1989. At the time, the organization ran the onsite charter high school. However, Urban Corps split off in 2011 and became an independent 501(c)(3) entity, operating in conjunction with Urban Corps of San Diego County. The Charter School offers participants an accelerated WASC-accredited high school diploma program, job training, and complete career and support services, including case management, career and psychological counseling, certified training programs, life skills, vocational coursework, and job placement services.
Urban Corps provides under-served, low-income young adults ages 18-23 with the opportunity to improve themselves while improving their own communities. It provides a second chance at a high school education and paid workforce readiness training designed to encourage skill acquisition, civic engagement, responsibility, and self-sufficiency. Corps members receive training in green construction, landscaping/irrigation, and recycling and environmental waste management, as well as literacy and life skills to make them employment ready.

Urban Corps is affiliated with YouthBuild USA Affiliated Network, and has created a YouthBuild program to complement its existing job training and education programs. YouthBuild, an internationally recognized model of youth and community development which works to comprehensively improve the lives of young people while enhancing affordable housing options in the community, is designed to be a training ground for youth seeking to enter the construction fields. The YouthBuild model includes five major components: construction training, education, counseling and case management, leadership development, and transitional services to promote graduate success. YouthBuild students at Urban Corps receive on-site and classroom-based vocational training in the construction field, leading to industry-recognized certifications and the production and rehabilitation of affordable housing. Counseling, case management, life skills, computer and financial literacy, career readiness, and transitional services are provided through the Corps-to-Career department.

Training Agency Certification

Training agency eligibility requires certification by an independent third-party, as required for the type of school and course of study. Most schools must also be licensed by the Bureau of Private Postsecondary Education (BPPE), created in statute effective January 1, 2010.

In keeping with the Panel’s standards, Urban Corps is eligible as a training agency through certification by the Western Association of Schools and Colleges (WASC).

Prior Performance

This is the second new hire training proposal for Urban Corp of San Diego Charter School. In its first project, it provided valuable job-training, life skills, and post-program services to hard-to-serve, disadvantaged young people. Urban Corps was able to place 30 of these young adults in a variety of construction, landscaping, recycling and related jobs.

For this project, Urban Corps has increased the number of projected trainees to 50 and has developed partnerships with additional employers, workforce development agencies, and other organizations that agree to hire these workers. Urban Corps is confident that its experience in its first ETP project has allowed it to expand its outreach to these new participating employers.

Special Employment Training

This project is funded under Special Employment Training (SET) funding category because the trainees do not have a history of Unemployment Insurance (UI) payments.

- Multiple Barriers

Trainees have two or more barriers to employment (e.g., mental or physical disability, limited English proficiency, limited math skills). Trainees come from a hard-to-serve population that may have no previous employment history. With a lack of basic academic, job-readiness skills, and work experience and a variety of personal issues (including legal, childcare, housing, health, and substance abuse), it is extremely difficult for trainees to enter, much less succeed in, the
workforce. Although SET will be used to fund this training, there is a provision allowing a wage modification as described below.

- **Ex-Offender/At-Risk Youth**

In addition to the Multiple Barrier criteria, all trainees qualify for funding under the Ex-Offender/At-Risk Youth Guidelines.

Urban Corp's mission since its founding has been to serve the education and employment needs of low-income and underserved youth in San Diego County. As such, the agency will provide training to young adults (18-23) who are burdened with barriers to employment such as lack of job skills and experience, lack of education, and lack of self-esteem. Nearly 100% of Corps members meet Federal Poverty levels, and over 80% have additional barriers to employment such as lack of transportation, need for child-care, language barriers, homelessness, court and gang involvement, drug abuse, and limited social skills. Many are refugees with limited English skills. Participation as a Corps member in the educational and vocational programs has been shown to lower the incidence of incarceration, gang involvement, and drug abuse, while increasing self-esteem, employability, and sense of environmental responsibility. Urban Corps School may serve At-Risk-Youth and/or Ex-Offenders.

- Urban Corps will be responsible for documenting the eligibility criteria for this program. For Ex-Offenders, this must include: case number from the conviction proceeding; parole or probation officer’s name and phone number; and records from the institution where incarcerated.
- For At-Risk Youth, the documentation must show that the trainee is between 18 and 23 years of age. They will be deemed at-risk if they are not in school or employed full-time, and meet other criteria specified in the pilot program guidelines.

- **Wage Modification**

Consistent with the aforementioned Multiple Barrier/Minimum Wage modification waiver request, Urban Corps is requesting a post-retention wage modification permitted under the Ex-Offender/At-Risk-Youth guidelines for these trainees at 25% below the ETP Standard New Hire Wage. The modification will decrease the post-retention wage from $13.94 per hour to $10.50 per hour, a 24.6% decrease.

- **Incidental Placement**

Incidental placement with public and nonprofit entities is permissible for these trainees at up to 35% of total placement. Urban Corps does not expect to exceed 25% of total placements.

- **Job Placement/Employer Demand**

After training, Urban Corps places trainees in green construction, landscaping, and environmental/recycling jobs. Urban Corps' Corps-to-Career Department meets with employers regularly to form partnerships and assess workforce needs in order to place Corps members in jobs following graduation. Urban Corps has partner agreements and MOUs with a variety of organizations and employers (Shelter Cove Marina, Alvarado Hospital, Grant Hotel, Solar Turbines, Miramar Nurseries, Terra Bella Nursery, One Earth Recycling, Recon Recycling, Sheraton San Diego Harbor & Marina, Allied Barton, Cal Marine, Mark Schroeder Landscaping, Cintas, Marriott, Pacific Coast Steel, Nuera Construction, Grondin Construction and others) to recruit Corps members and provide job referrals, and it continues to develop more relationships.
Marketing and Support Costs

Urban Corps requests support costs of 12%. It maintains a multi-faceted Marketing and Development Department to recruit trainees and promote its overall mission, projects, services, funding partners, and sponsors. Staff attend job fairs each year and place ads in local newspapers to encourage enrollment. Projects, news, and support from sponsoring organizations are shared by the Communications & Development Manager through the Urban Corps website, quarterly newsletter, the organization’s Facebook and Twitter pages, email blasts to friends and supporters and news releases to local media.

The Communications & Development Manager creates high-quality, graphically designed outreach flyers, press kits, fact sheets, and enrollment postcards. Urban Corps’ social media platforms include Twitter, YouTube and two Facebook pages (one for general organization postings and one for alumni). Most Corps members hear about Urban Corps by word of mouth, so the alumni Facebook page is an excellent way to recruit new trainees. Urban Corps’ YouTube channel features videos that highlight youth job training and education efforts as well as the impact the Corps makes in the community.

In addition, prior to affiliating with YouthBuild, Urban Corps formed partnerships with the San Diego Building Trades Council, the San Diego Building Industry Association (BIA), a variety of construction companies, and the unions in order to assess workforce needs. According to the BIA and partners in the construction industry, the building trades will soon experience a deficit in skilled laborers due to a retiring generation of tradesmen and the recent economic downturn, which hit the building and real estate industries hard, that resulted in an exodus of workers and reluctance to learn trades. Urban Corps YouthBuild will help prepare youth to fill these positions. A variety of partnerships with employers—such as One Earth Recycling, Recon Recycling, Alvarado Hospital, the Sheraton, and Shelter Cove Marina—place Corps members in paid internships managing recycling programs.

Staff recommends 12% support costs for the activities described above. This is consistent with Panel standards for New Hire training.

PROJECT DETAILS

Training Coordinator

The responsibility for scheduling, monitoring and delivering training is divided across program areas. Program development and budgeting will be the responsibility of the Dean of Education in collaboration with the Chief Operating Officer. Training will be overseen and administered by the Director of Operations and 3 Program Managers. Recruitment and Marketing will be administered by the Human Resources Manager and 3 members of her team. Lead scheduling and roster tracking/administrative responsibilities will fall to 3 Program Coordinators.

Training Plan

All classroom/laboratory training is center-based and will occur at Urban Corps’ training facilities in San Diego. The remaining training will be conducted by qualified instructors. All Urban Corp instructors maintain appropriate training certifications. Total training hours are capped at 260 hours as allowed for new-hire training. Training is delivered in three tracks: Construction, Landscape, and Green/Recycling.
Commercial Skills (55%): Training will be offered to all trainees. Training content is based on skills needed when working at various work sites. Training will cover the use of hand tools and power tools, tool identification, forklift operation, green construction skills, basic carpentry, landscaping and maintenance, waste management, workplace safety (including personal protective equipment, back/ear protection, hazmat recognition), team-building, and Multi-Craft Core curriculum (MC3).

Business Skills (10%): Trainees will be offered to all trainees. Trainees will receive "life-skills in Interpersonal Communications, Preventing/Responding to Workplace Aggression, Social Media & Sexual Harassment, and other related skills.

Computer Skills (4%): Training will be offered to all trainees. Training content will be focused on introduction to the basics of Personal Computers and tablets for work and Excel for business applications.

Literacy Skills (27%): Training will be offered to all trainees. Training content will be provided in Construction Math, and Writing & Communication.

OSHA 10 (4%): This training is a series of courses “bundled” by industry sector and occupation. Completion of the training results in a certificate that expands employment opportunities. Typically, it is delivered to workers in the building trades. All trainees will receive training in OSHA 10 to prepare them for working safely on construction sites. To ensure that each trainee receives certification, ETP will only consider payment earned upon completion of the full 10-hour course.

This training is not required as a condition of doing business in California. However, both the coursework and the instructors must be approved and certified by Cal-OSHA.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Urban Corps San Diego under an ETP Agreement that was completed within the last five years:

<table>
<thead>
<tr>
<th>Agreement No.</th>
<th>Location (City)</th>
<th>Term</th>
<th>Approved Amount</th>
<th>Payment Earned $</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>ET15-0230</td>
<td>San Diego</td>
<td>9/2/14 – 9/1/16</td>
<td>$165,960</td>
<td>$150,555</td>
<td>(91%)</td>
</tr>
</tbody>
</table>

Urban Corps San Diego is expected to earn $150,555 in earnings for a total of 30 trainees. The organization delivered more than twice the number of eligible training hours (more than 17,000 hours) to 89 trainees for an average of 192 hours per trainee.
Exhibit B: Menu Curriculum

Class/Lab Hours
8-260

Trainees may receive any of the following:

BUSINESS SKILLS
- Interpersonal Communication Skills
- Marketing & Outreach
- Preventing/Responding to Workplace Aggression
- Social Media & Sexual Harassment
- Corps-to-Career Life Skills Workshop
- Corps-to-Career Resumé Building, Mock Interviews, Self-Presentation

COMMERCIAL SKILLS
- Construction Training – MC3 & BPI, Fire Fuel Reduction
- Landscaping & Irrigation Tech Training
- Waste/Recycling Management
- Forklift Training
- Tool Identification & Proper Usage
- Workplace Safety:
  - Personal Protective Equipment (PPE)
  - Preventing Slips, Trips & Falls
  - Working Safely Outdoors
  - First Aid/CPR

Safety Training is capped at 10% of a trainee’s total hours

COMPUTER SKILLS
- Basic Computing
- Excel

OSHA 10 (OSHA certified instructor)
- OSHA 10

LITERACY SKILLS
- Construction Math
- Writing & Communication

Literacy training cannot exceed 50% of total training hours per-trainee

Note: Reimbursement for new hire training is capped at 260 total hours per trainee, regardless of method of delivery.