



ENTERPRISE COMMUNITY PARTNERS, INC.
REQUEST FOR PROPOSALS

HOUSING CAREER PATHWAYS INITIATIVE
October 2021

APPLY

Interested workforce development providers can apply by **November 8, 2021**. Proposals must be submitted in SlideRoom by clicking here: [SlideRoom](https://enterprise.slideroom.com/#/permalink/program/63817) (<https://enterprise.slideroom.com/#/permalink/program/63817>).

PURPOSE

Enterprise Community Partners, Inc. (Enterprise), in collaboration with NYC Housing Preservation and Development (“HPD”) and NYC Housing Authority (“NYCHA”), has initiated a Request for Proposal (RFP) process to identify a workforce provider, who will refine and implement the “Housing Career Pathways” initiative. Through this initiative, we will refine and implement a groundbreaking, scalable program to train and connect New Yorkers with low income to a range of quality, permanent jobs that result from affordable housing development, management, and preservation.

OVERVIEW

New York City’s affordable housing industry is a tremendous economic engine for the city. The affordable housing industry generates thousands of permanent jobs from property management positions to landscapers; however, New Yorkers with low income currently have no systematic way of preparing for and accessing these jobs. Through Mayor de Blasio’s [Housing New York plan](#), HPD is on track to build or preserve 300,000 units of housing between 2014 and 2026. To date, this affordable housing plan has generated over 3,600 permanent jobs and is expected to produce thousands more by 2026. Through the Housing Career Pathways (HCP) program, we would like to help New Yorkers with low income, especially those who live in neighborhoods with affordable housing development, capitalize on the creation of these jobs and to empower them with the skills needed to have a career in the affordable housing industry.

Enterprise seeks a workforce development provider to work with Enterprise over a nine (9) month period to refine the design and implement an initial cohort for a program that will recruit and train New Yorkers with low income, place them in jobs, and support their retention and career advancement in permanent (non-construction) jobs in the affordable housing industry. Program design will also be informed by a broader partnership which includes housing providers and city agencies. Those applying should have experience creating and delivering an industry-specific curriculum and training program. Experience and knowledge of the affordable housing industry preferred. HCP is projected to begin with the first cohort of participants in March 2022 preceded by curriculum development, outreach, and participant recruitment. The workforce development partner will have a curriculum outline, implementation plan, evaluation approach, and budget that have been collaboratively created with workforce and housing provider partners to build from for program launch.

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About Enterprise

Enterprise Community Partners, Inc. (Enterprise) creates opportunity for low-and moderate-income people through affordable housing in diverse, thriving communities. In New York City, we have successfully led cross-sector collaborations, marshalling diverse resources and expertise to build communities. In the last five years, we have successfully scaled five programs, secured \$3.9B in government resources for affordable housing, and touched the lives over 150,000 people. We have deep experience working with private, public and non-profit partners from in and outside of the affordable housing field to create sustainable communities.

Project Overview

New York City's affordable housing industry is a tremendous economic engine for the city. The affordable housing industry generates thousands of permanent jobs from property management positions to landscapers; however, New Yorkers with low income currently have no systematic way of preparing for and accessing these jobs. Through Mayor de Blasio's [Housing New York plan](#), HPD is on track to build or preserve 300,000 units of housing between 2014 and 2026. To date, this affordable housing plan has generated over 5,900 permanent jobs and is expected to produce thousands more by 2026. Through the Housing Career Pathways program, we would like to help New Yorkers with low income, especially those who live in neighborhoods with affordable housing development, capitalize on the creation of these jobs and to empower them with the skills needed to have a career in the affordable housing industry.

To address the needs of residents and employers, Enterprise Community Partners, in collaboration with the New York City Department of Housing Preservation and Development (HPD) and the New York City Housing Authority (NYCHA), partnered with 18 housing providers and three workforce providers to inform and develop the program design of the Housing Career Pathways (HCP) Initiative.

HCP aims to connect residents with low incomes, especially those living in affordable housing, to career pathway opportunities in the affordable housing industry. Further, it intends to bridge the gap between individuals and communities historically earning low-income wages and the entry-level, administrative roles that can lead to higher-skill, good-paying jobs within property management (e.g., Compliance Manager), as well as in leasing and administration. HCP aims to deliver a skills training program that helps affordable housing organizations address some of their unmet staffing needs by sourcing hires from the communities they serve through their housing portfolios, and at the same time, offer new career path opportunities to job-seeking residents.

Scope of Work and Deliverables

Enterprise seeks a workforce development provider to (1) develop a curriculum for an affordable housing, specific workforce development initiative and (2) implement the initial cohort of a workforce development program that will engage a cohort of 15 individuals per cycle¹. Twenty-five (25) percent of each cohort is anticipated to be recruited in partnership with NYCHA. As part of this initiative, the selected workforce development provider will be expected to work with Enterprise and a broader set of partners to:

¹ Pending additional fundraising, there is an opportunity to extend HCP beyond the initial cohort.



- Lead the refinement of a program curriculum and implementation plan for the Housing Career Pathway program that builds a pipeline to connect low-income residents with high quality, permanent jobs in the affordable housing industry. This includes refining a recruitment and engagement strategy; job readiness skills; skills training based on the anticipated job pipeline; and placement, retention, and career advancement strategies;
- Work collaboratively with housing providers (identified by Enterprise, HPD, and NYCHA) to ensure employer needs inform final program design and align with training and placement opportunities;
- Implement the initial cohort;
- And inform the approach to replicating and scaling the program.

Enterprise Community Partners will:

- Serve as project manager for the initiative, ensuring that the group is working towards project goals and deliverables;
- Coordinate stakeholder feedback, including from housing providers, city agencies, and other thought partners to ensure that input is shared with the group to be captured and represented in the final deliverables;
- Convene housing providers and other potential employer partners that will provide job placements to the cohort's trainees;
- And monitor the progress of the program and its implementation to inform program iteration and scaling.

It is expected that these specific tasks will be accomplished, as outlined in the Housing Career Pathway Program Model Summary (Attachment 2).

The activities in this RFP are estimated to take place between **December 2021** and **September 2022**. It is estimated to take a total of 9-10 months.

Proposed Project Implementation and Launch Timeline²

Kick off meeting with Enterprise, HPD, and NYCHA	December 2021
Workforce provider to review and begin refining existing materials which include curriculum outline, target trainee profile, participant assessment rubric, etc.	December 2021
Focus group with potential employer partners	January 2022
Detailed curriculum created	January/February 2022
Recruitment strategy implementation	January/February 2022
Advisory Group/Employer partner kick off	February 2022
Launch initial cohort ³ <ul style="list-style-type: none">- Classroom training (5 -7 weeks)- Internships from (2 – 3 weeks);- Placement and post-placement support for 6 months - 1 year	March 2022
Provide assessment/evaluation on pilot phase to inform replication/scaling	August/September 2022

Budget

The RFP awards will be made in the form of a grant or contract of up to **\$115,000**.

² Projected timeline anticipated to change, based on input from the selected provider regarding feasibility.

³ The number of cohorts supported and length of post-placement support may extend if additional funding is raised.



Proposal Materials

Interested workforce development providers are encouraged to submit a response to this RFP, the above work conveying qualifications, and relevant experience by **November 8, 2021**.

Proposals must be submitted in SlideRoom by clicking here: [SlideRoom](https://enterprise.slideroom.com/#/permalink/program/63817) (<https://enterprise.slideroom.com/#/permalink/program/63817>). Please keep your response to Parts 1 and 2 to no more than 4 pages.

Responses should include the following materials:

COVER LETTER ON COMPANY LETTERHEAD:

Should include the name, title, address, telephone number, and e-mail address for point of contact for the applying organization.

PART 1: OVERVIEW OF ORGANIZATION AND WORKFORCE DEVELOPMENT PROGRAMS

Please provide an overview of your organization and expertise delivering workforce development programs – this should include, but is not limited to: the demographics of the population you typically serve; basic job readiness and skills training; experience and expertise working with local employers; curriculum development experience; training participants for industry-specific jobs; connecting clients to jobs; job retention and career advancement supports; and typical approach to and duration of support to participants. Additionally, this should include any experience the organization has working with the housing industry, either with housing owners/operators and/or residents of affordable housing.

Please include if your organization is considered a Minority and Women Owned Business Enterprise.

PART 2: APPROACH TO PROGRAM DESIGN

Please describe your approach to designing curricula and implementing a workforce initiative, especially when informed by client and employer input. Include the components of a program curriculum and specific deliverables that you would develop over design period to be ready to implement Winter 2021 (i.e. a budget, curriculum, recruitment strategy etc.). The overview of provider's proposed approach should include: the process and specific activities to be conducted to achieve the stated goals, a timeline for the activities, and milestones and deliverables tied to activities. We will provide materials already developed including labor analysis, program component drafts (which includes curriculum outline, target trainee profile, participant assessment rubric, etc.), and summaries of potential client and employer input received to date from surveys, interviews and focus groups. Please share your approach to finalizing this program design, including but not limited to any changes to the implementation schedule and the following:

- Updating protocols for Covid;
- Turning the curriculum outline into an implementation-ready curriculum;
- Engaging employer partners, whom Enterprise will identify with input from HPD and NYCHA, to confirm design and hiring pipeline;
- Launching the first cohort of 15 participants;
- Capacity to extend pilot from one (1) to three (3) cohorts over an 18-month period, pending additional fundraising; and
- Evaluating the pilot, informed by input from participants, employer partners, and other stakeholders, to inform program refinement, replication, and scaling.

PART 3: TEAM PROFILE

Resumes and bios for each individual on the team, including information about experience with similar projects and professional qualifications.

PART 4: BUDGET

Please provide an estimated budget for how the awarded funds will be spent, including percentage of staff time for those employees that will be part of the participating team.

PART 5: PAST PROJECTS

Based on the past projects identified in the qualification section, please provide 2-3 examples of past projects that you have worked on that have consisted of a collaborative program design process, worked directly with employers to meet their hiring needs, creating career pathways models within a specific industry or additional examples that highlight how your expertise will help inform the implementation of the Housing Career Pathways model.

Within your submission, preference will be given to organizations who boast a network of employer partners that they have partnered with. Also, please highlight your employer relationship management approach, past successes securing employment for trainees, and any work that involves engagement with and outreach to special populations that aligns with the provided HCP Participant Profile included in the HCP Program Summary (Attachment 2).

Selection Criteria

Applicants will be scored based on the evaluation factors listed below. All responses to the RFP will be evaluated to assess the workforce development providers qualifications, experience, and ability to meet the proposed scope of work. Rating factors and the corresponding values are as follows:

Evaluation Criteria	Percentage
Experience in training and placing clients in permanent jobs in an industry-specific program	20%
Previous expertise in job training and job placement for New Yorkers with low income	15%
Approach to launching program and budget reasonableness	30%
Previous experience in creating curriculums	15%
Demonstrated expertise in working with local employers	20%

Submission Instructions

Proposals are due by Monday, November 8, 2021 at 5:00 PM ET.

Inquiries concerning this RFP should be directed to Betty Fong (BFong@enterprisecommunity.org) no later than Tuesday, November 2, 2021. There will be one pre-submission call to address questions regarding this RFP on Tuesday, October 26, 2021 at **1:00 PM**. You can access the call via [Zoom](https://bit.ly/38bwy3q) (https://bit.ly/38bwy3q) or dial in at (929)205-6099 Access #: 984 2528 6722 (passcode: 62402).

All responses should be submitted as a consolidated PDF document comprised of the Submission requirements. Proposals must be submitted in SlideRoom by clicking here: [SlideRoom](https://enterprise.slideroom.com/#/permalink/program/63817) (https://enterprise.slideroom.com/#/permalink/program/63817).

All costs incurred in the preparation of a response to this RFP are the responsibility of the applicant and will not be reimbursed by Enterprise Community Partners, Inc.

By submitting a proposal, applicant commits to the terms and conditions outlined in this RFP.



Requests for exception to any terms or conditions must be submitted with the proposal. Enterprise reserves the right to deny requests for exception to any terms and conditions. Requested exceptions will be factored into Enterprise's consideration of award.

Right to Reject

Enterprise reserves the right, in its sole discretion, to reject any and all responses received in response to this RFP. A contract for the accepted response will be based upon the factors described in this RFP.

Small Businesses, Minority-Owned Firms, and Women's Business Enterprises

Enterprise will make efforts to utilize small businesses, minority -owned firms, and women's business enterprises.

Confidentiality

If the applicant deems any materials submitted to be proprietary or confidential, the applicant must indicate as such in the relevant section(s) of the response.

Notification of Selection and Timeline

Upon review of the RFP submissions, Enterprise will ask finalists to participate in an interview to discuss the team's interest in joining the Housing Career Pathways Collaborative. The interviews are targeted to be held virtually the week of **November 29, 2021**. The selected workforce development team will be chosen as soon as possible.

RFP Timeline and Targeted Project Milestones

RFP Submissions Due	11/08/21
Workforce Development Provider Team Interviews (invite only)	Week of 11/29/21
Workforce Development Providers selected	Week of 12/6/21
Anticipated Kick-off Meeting with Enterprise, HPD, and NYCHA	Week of 12/13/21

Enterprise will select the proposal which it determines will deliver the highest quality deliverable at the best value. Proposals will be evaluated using the weighted-criteria identified above. The award will be made to the highest scoring applicant.

Enterprise, in its sole discretion, may request proposal interviews or presentations by meeting with any and all applicants to clarify or negotiate modifications to proposals. However, Enterprise reserves the right to make an award without further discussion of the proposals submitted. Therefore, proposals should be submitted initially on the most favorable terms, from both technical and price standpoints, that the applicant can propose.

Conflict of Interest

The applicant must disclose, in an attachment to the proposal, any possible conflicts of interest that may result from the award of the contract or the services provided under the contract. Except as otherwise disclosed in the proposal, the applicant affirms that to the best of its knowledge there exists no actual or potential conflict between the applicant, the applicant's employees or their families' business or financial interests ("interests") and the services



provided under the contract. In the event of any change in either interests or the services provided under the contract, the applicant will inform Enterprise regarding possible conflicts of interest, which may arise as a result of such change and agrees that all conflicts shall be resolved to Enterprise's satisfaction or the applicant may be disqualified from consideration under this RFP. "Conflict of interest" shall include, but not be limited to the following:

Giving or offering a gratuity, kickback, money, gift, or anything of value to an Enterprise official, officer, or employee with the intent of receiving a contract from Enterprise or favorable treatment under a contract;

1. Having or acquiring at any point during the RFP process or during the term of the contract, any contractual, financial, business, or other interest, direct or indirect, that would conflict in any manner or degree with applicant's performance of its duties and responsibilities to Enterprise under the contract or otherwise create the appearance of impropriety with respect to the award or performance of the contract; or
2. Currently possessing or accepting during the RFP process or the term of the contract anything of value based on an understanding that the actions of the applicant or its affiliates or interests on behalf of Enterprise will be influenced.

Attachments

Attachment 1: Enterprise Standard Terms & Conditions

Attachment 2: Housing Career Pathways Program Summary



STANDARD TERMS & CONDITIONS

1. Confidential Information. "Confidential Information" is information which Enterprise, in its sole determination, regards as confidential or proprietary including, but not limited to: borrower, grantee, or subcontractor/contractor information; fundraising materials; information regarding Enterprise's financial and strategic planning; Personally Identifiable Information (as defined herein); information regarding Enterprise staffing; and other data, files, and/or other material, whether such information is both tangible and intangible, in writing and orally imparted. Contractor hereby agrees that Contractor shall not disclose or divulge any Confidential Information or any part thereof to any other person or entity or use any Confidential Information for its pecuniary benefit or for any other purpose without the prior written consent of Enterprise. Upon the request of Enterprise, Contractor shall promptly deliver to Enterprise all documents or other materials in its possession, and all copies thereof, constituting or containing Confidential Information. For purposes of this Contract, "Confidential Information" shall not include the following: (1) information which is or becomes publicly available without fault on the part of the party disclosing such information;; (2) information which is already in the recipient's possession prior to the effective date of the Contract and is not otherwise Confidential Information; (3) is independently developed by the recipient outside the scope of this Contract and without references to Confidential Information; (4) is rightfully obtained by Contractor (and not through Enterprise) from third parties who are not known to Contractor to be subject to a confidentiality obligation and does not otherwise constitute Personally Identifiable Information, or (5) is demanded by a valid court order or subpoena or disclosure of which is required under applicable law or regulation, provided, however, that the party served ("Party Served") with any interrogatory, request for information or documents, subpoena, deposition, civil investigative demand or other process will provide the other party with prompt notice of the requested disclosure, if counsel for the Party Served determines that such notice is permitted by law, so that the other party may seek an appropriate protective order or waive compliance with the provisions of this Contract.

2. Payment. **Payments shall not be made without Enterprise's receipt of a completed W-9 form in accordance with Section 3 below**, a Contract signed by all parties and acceptance by Enterprise of the work performed. When submitting invoices, Contractor should use the attached Enterprise Request for Payment form. If Contractor chooses to use Contractor's own form, each invoice must reference the Contract number, award value and period of performance. Payment will be made within 30 days of receipt of approved invoices containing the aforementioned information. Contractor must also submit all invoices within 60 days of the end of the Contract's period of performance. Contractor agrees that Enterprise will be under no obligation to pay for any invoice that is not timely submitted and received by Enterprise within the aforementioned 60-day period.

3. W-9 Form / Federal Tax Identification Number. Contractor must provide Enterprise with a signed and completed W-9 Form. **Contractor's name on the W-9 Form must match the name on this Contract, and, the W-9 Form must include Contractor's Federal Tax Identification number. PAYMENT WILL NOT BE MADE TO CONTRACTOR WITHOUT ENTERPRISE'S RECEIPT OF A COMPLETED W-9 FORM WHICH COMPLIES WITH THESE REQUIREMENTS.** Payment will be made payable to the name and corresponding Federal Tax Identification number found on the W-9 Form. Contractor hereby agrees to notify Enterprise immediately upon any change of any information submitted on Contractor's W-9 Form.

4. Ownership of Deliverables. Contractor hereby agrees and acknowledges that all documents and other



Deliverables developed or produced by Contractor under this Contract and the copyrights thereto, are the sole and exclusive property of Enterprise. Contractor must not reproduce, publish or otherwise use the work products or any portion thereof, or allow others to reproduce, publish, or otherwise use the work products or any portion thereof, without the prior written permission of Enterprise.

5. Contractor's Performance. Enterprise expects Contractor to perform in a high quality manner and in accordance with the standards set by this Contract. If the performance of the Scope of Work or Deliverables does not meet the obligations contained in this Contract and its Scope of Work, Enterprise reserves the right to avail itself of all administrative, contractual, legal and equitable remedies, including, but not limited to, reducing or withholding payment to Contractor, canceling the Contract, and hiring another party to complete the Scope of Work. Contractor will be liable to Enterprise for any additional costs incurred by Enterprise if the all or any portion of the Scope of Work is completed by others.

6. Use of Sub-contractors. If Contractor retains a sub-contractor to perform any portion of the Scope of Work, Contractor must first request approval from Enterprise, which shall not be unreasonably withheld. Any such subcontractors must agree in writing to be bound by the terms and conditions of this Contract that apply to the subcontractor's scope of work and deliverables, including but not limited to, Confidentiality, Personally Identifiable Information, Return of Documents, Right to Audit/Record Retention, Non-Discrimination, Licenses, and Compliance with All Laws.

7. Return of Documents. Upon Enterprise's request or upon the completion, termination or cancellation of this Contract, subject to payment of all rightfully due compensation, Contractor must deliver all records, notes, data, memoranda, models and equipment, of any nature, that are in Contractor's possession or under Contractor's control and that are Enterprise's property or relate to Enterprise's business and destroy any materials that cannot be delivered back to Enterprise, including, without limitation, Personally Identifiable Information.

8. Right to Audit/Record Retention. Contractor must keep for a minimum of three (3) years from the end date of the period of performance (a) accurate documentation in connection with the Scope of Work to be performed herein, and (b) a legible set of books of account in accordance with generally accepted accounting principles. Contractor's documentation and books of account shall be open for inspection by Enterprise or its auditors to assure that the work has been properly performed and that funds are being paid in the proper manner for the work performed.

9. Benefits/Insurance. Enterprise is not responsible for any fringe benefits or insurance, including, but not limited to, social security, workers' compensation, state unemployment, federal and state income tax withholdings, retirement, leave benefits, general liability, automobile, and professional liability, for Contractor or employees of Contractor. Contractor assumes full responsibility for the provision of all such insurances and fringe benefits for Contractor and all of Contractor's employees. Contractor maintains, and must maintain throughout the term of this Contract, commercial general liability insurance, automobile insurance (or hired and non-owned coverage on the commercial general liability insurance policy), miscellaneous professional liability insurance and workers' compensation insurance each in an amount



not less than \$1,000,000.00 (except that the coverage for workers' compensation shall be in accordance with statutory requirements) to cover its activities under this Contract. Contractor must name Enterprise as an "Additional Insured" on its commercial general liability insurance and commercial automobile insurance and name Enterprise as "Certificate holder" on its workers' compensation coverage. Within 48 hours of Enterprise's request, Contractor must provide Enterprise with a certificate of insurance evidencing Contractor's compliance with all the foregoing required coverages.

10. Relationship of the Parties. Contractor is not an employee, partner, agent of or joint-venturer with Enterprise for any purpose. Contractor is and will remain an independent contractor in its relationship to Enterprise pursuant to this Contract.

11. Termination. Either party may terminate this Contract without cause upon the delivery of written notice to the other party in accordance with the terms of this Contract ("Termination"). In such event, the Contract will terminate thirty (30) days after such written notice was received. Any such Termination by either party shall be subject to an equitable adjustment of the Compensation due. Any such Termination by either party shall also be subject to an equitable reimbursement of Compensation paid prior to Termination for future performance rendered impracticable by Termination of the Contract. All obligations which were to be performed as of the date of Termination are discharged but any right based on prior breach of performance survives.

12. Cancellation. Upon the occurrence of a breach hereunder, Enterprise may cancel this Contract upon the delivery of written notice to Contractor in accordance with the terms of this Contract ("Cancellation") and retain any remedy for breach of the whole Contract or any unperformed balance thereof.

13. Indemnification.

(a) Indemnification by Contractor. Contractor will indemnify, defend and hold harmless Enterprise and its affiliates, officers, directors, employees, consultants, advisors and representatives (the "Enterprise Parties") from and against any and all liability to third parties (including, without limit, all related damage, third party claims, demands, costs, judgments, fees, reasonable attorney's fees or loss), relating to or arising out of any material breach by Contractor of this Contract, or the gross negligence or willful misconduct of Contractor, its affiliates, officers, directors, employees, consultants, advisors or representatives (the "Contractor Parties").

(b) Indemnification by Enterprise. Enterprise will indemnify, defend and hold harmless Contractor and the Contractor Parties from and against any and all liability to third parties (including, without limit, all related damage, third party claims, demands, costs, judgments, fees, reasonable attorney's fees or loss), relating to or arising out of any material breach by Enterprise of this Agreement, or the Contract, or the gross negligence or willful misconduct of the Enterprise Parties.

14. Limitation of Liability.



- (a) Limitation on Liability Type. Except for liability relating to a breach of Section 1 of these Standard Terms and Conditions, or for claims relating to a party's gross negligence or willful misconduct, in no event will Enterprise or Contractor be liable to the other for any indirect, incidental, special or consequential damages.
- (b) Limitation on Liability Amount. Except for liability arising from (i) the indemnification obligations set forth in Section 13 above; (ii) the confidentiality provisions in Section 1 above; or (iii) either of the parties' gross negligence or willful misconduct, the aggregate liability of Enterprise and of Contractor arising in connection with this Contract, however caused, and on any theory of liability, including without limitation contract, strict liability, negligence and/or other tort, shall in no event exceed the Contract Amount that has been paid or payable to Contractor by Enterprise during the twelve (12) months immediately preceding the first event giving rise to such liability

15. Personally Identifiable Information. Contractor represents that it has implemented and maintains reasonable security procedures and practices that are: (i) appropriate to the nature of the Personally Identifiable Information (as defined herein) disclosed under this Contract; and (ii) reasonably designed to help protect the Personally Identifiable Information from unauthorized access, use, modification, disclosure, or destruction. Personally Identifiable Information shall be defined as any information pertaining to an individual that can be used to distinguish or trace a person's identity such as name, email address, home address and phone number. Personally Identifiable Information includes the following, it being understood that the list is not exhaustive and may be defined otherwise under the applicable jurisdiction:

- Social Security Number—inclusive of the entire number of the last 4 digits;
- Driver's License Number or State ID Number;
- Passport Number;
- Alien Registration Number;
- Financial account numbers;
- Email addresses;
- Phone numbers;
- Image;
- IP address;
- Mother's maiden name;
- Any such information as would reasonably be expected to have the same protection as the foregoing examples in Contractor's industry.

Contractor agrees to keep all Personally Identifiable Information physically within the borders of the United States. Contractor shall notify Enterprise within 48 hours if any Personally Identifiable Information has been the subject of a data breach.

16. Amendment. Any Amendment to the provisions of this Contract must be in writing and executed by both parties. Administrative changes or corrections that do not affect the rights and obligations of Contractor may be made unilaterally by Enterprise with notice to, but without consent of, Contractor.

17. Delegation; Assignment. Contractor shall not delegate any duties or assign any rights under this



Contract without the priorwritten approval of Enterprise. A delegation of performance will not relieve Contractor of any duty to perform or any liabilityfor breach of this Contract.

18. Governing Law; Venue. This Contract must be construed and enforced in accordance with, and the rights of the parties shallbe governed by, the laws of the State of Maryland exclusive of its conflicts of law rules. Contractor agrees that any litigation mustbe brought and prosecuted in any District or Circuit Court of Maryland, as appropriate, or Federal District Court, with venue in theUnited States Court for the District of Maryland, Baltimore Division and Contractor consents to the *in personam* jurisdiction ofsuch courts. Contractor irrevocably waives any objection to, and any right of immunity from, the jurisdiction of such courts or theexecution of judgments resulting therefrom, on the grounds of venue or the convenience of the forum.

19. Nonwaiver. The failure of Enterprise in any instance to insist upon a strict performance of the terms of this Contract or to exercise any option hereunder must not be construed as a waiver or relinquishment for the future of such term or option.

20. Notice. Any notice which either party desires to provide the other party under the terms of this Contract must be sufficientlygiven, in writing and delivered to the party's address in this Contract or such other address as either party may specify in writing (i) by electronic mail, return receipt requested, or (ii) overnight courier or certified or registered first class mail, return receipt requestedand postage prepaid, at such other party's principal place of business at the address set forth on the Contract. If by electronic mail, delivery shall be deemed effective when sent in accordance with the above provisions. If by overnight courier, delivery shall bedeemed effective one (1) business day after dispatch in accordance with the above provisions. If by mail, delivery shall be deemedeffective three (3) business days after mailing in accordance with the above provisions.

21. Compliance with Laws. Contractor shall comply with the requirements of all laws, rules, regulations and orders of any governmental authority applicable to it or the services being provided under this Contract, including without limitation, the dataprivacy laws of any state in which Contractor shall be providing such services. Contractor shall not take any action in violation of any applicable legal requirement that could result in liability being imposed on Enterprise.

22. Authorizing Action, Parties Bound. The execution, delivery and performance by Contractor are within Contractor's powersand have been duly authorized by all necessary action. The terms and provisions of this Contract are binding upon the parties hereto, their legal representatives, successors and assigns.

23. Severability. If any provision of this Contract or application thereof to any person or circumstances is held invalid, such invalidity will not affect other provisions of this Contract that can be given effect without the invalid provision, and to this end theother provisions are deemed to be severable.

24. Entire Contract. No statement, promises or inducements made by any party hereto, or agent of either party hereto, which is notcontained in this Contract, will be valid or binding; and this Contract may not be enlarged, modified or altered except in writingand signed by the parties.



25. Counterparts. This Contract may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

26. Electronic Signature. The use of an electronic signature ("E-Signature") by any party in executing this Contract shall constitute the legal equivalent of a manual or handwritten signature as if the party signed this Contract in writing. No certification authority or other third-party verification shall be required to validate the party's E-Signature, and the lack of such certification or third-party verification will not in any way affect the enforceability of the E-Signature/s or this Contract.



HOUSING CAREER PATHWAYS INITIATIVE Program Model Summary October 2021

Enterprise Community Partners, Inc. (“Enterprise”), in collaboration with the New York City Department of Housing Preservation and Development (HPD) and New York City Housing Authority (NYCHA), partnered with 18 housing providers and three workforce providers - Brooklyn Workforce Innovations (BWI), CUNY City Tech Workforce Development Center (City Tech), and The HOPE Program (HOPE) - to inform and develop the program design of and implementation plan for the Housing Career Pathways (HCP) Initiative.

To date, program partners have developed a program logic model, outreach and recruitment protocol, curriculum outline of essential basic and industry specific skills, job placement, retention and advancement strategy, a supportive services plan, and a program budget. The program approach is summarized below.

Through the Pathways to Opportunity Marketing Agent initiative, in partnership with LISC, HPD and Goldman Sachs, Enterprise has completed a survey confirming that there is a sufficient hiring pipeline to justify launching HCP and will hold a focus group with marketing agents to confirm the Housing Career Pathways program model and curriculum meets the needs of marketing agents who may want to hire trainees from the program.

Enterprise is formally launching the Housing Career Pathways initiative with a 9-month pilot phase by selecting a workforce implementation partner to finalize the curriculum and launch a pilot cohort of 15 trainees. Simultaneously, Enterprise will engage employer partners – property managers and marketing agents – who would hire trainees from the program and be part of an ongoing advisory group to inform program iteration. Current funding is providing the traction needed to launch and will be leveraged through ongoing fundraising to continue the program beyond the initial launch and pilot phase.

PROPOSED PROGRAM MODEL

The proposed program model prepares participants for entry-level administrative positions, along a compliance pathway with affordable housing property managers.





The program model includes ~5 (five) weeks or 175 hours full-time in the classroom. It also envisions an additional 80 hours part-time, on-the-job internship experience while participants engage in initial job search activities.

Proposed Program Model		
Topic	Duration	Commitment
Program Introduction and Overview	2 days (14 hours)	Full-time
Essential Basic Skills Training and Employment Portfolio Development ⁴	1 week (35 hours)	Full-time
Basic Industry Specific Skills Training	2 weeks (60 hours)	Full-time
Payroll Math	1 day (6 hours)	Full-time
Digital literacy, including resume and job search classes and a YARDI certificate	1.5 weeks (50 hours)	Full-time
OSHA 10 General Industry Certification	~1.5 days (10 hours)	Full-time
Shadowing and/ or on-the-job training	4 weeks (80 hours)	Part-time

The detailed proposed training schedule below is reflective of a model that includes 5 (five) weeks of essential basic and industry specific skills training and 4 (four) weeks of part-time on the job training.

HCP Training Schedule				
Length of Program	Component	Schedule		Duration
Week 1- 5	HCP Training	Monday – Friday	35 hours weekly for 5 weeks	175 hours
Week 6-9	Internship	Three days/week	20 hours for 4 weeks	80 hours

In addition to coursework and experiential learning opportunities, the model intentionally integrates program and social supports coordinated by case managers, who help participant navigate and successfully complete program. Their offerings will include providing students with needs-based supports, such as Metro cards, some meals, stipends during internship, etc.

CURRICULA

HCP aims to ensure all students obtain the necessary, employer-verified information, skills, and experiences to be competitive candidates and be positioned for career path advancement. The program is designed to mitigate barriers to employment by offering education and professional opportunities to enhance participants' candidacy in the job market. The Basic and Industry Specific Skills Curricula outlined below were developed based on the input of employers and work to reinforce this key goal of the initiative.

Basic and Industry Specific Skills Curricula Outlines	
Essential Basic Skills (Projected 35 hours total)	Industry Specific Skills (Projected 60 hours total)
<ul style="list-style-type: none"> • Time & attendance • Self-assessment • Communications & Interpersonal Development 	<ul style="list-style-type: none"> • Intro to the NYC Affordable Housing Industry <ul style="list-style-type: none"> ○ Local labor market Information ○ Key industry career pathways and jobs ○ Building Operations Overview

⁴ Includes training and coaching around resume and cover letter development, application completion, etc.

<ul style="list-style-type: none"> • Customer Service • Problem-solving through customized scenarios • Resume & Cover Letter Development • Interview Skills • Thank You Notes & References • Employment Portfolio • Job Search Strategizing Post Program 	<ul style="list-style-type: none"> • Administrative & Property Management <ul style="list-style-type: none"> ○ Key industry-related policies & drivers ○ Green technology ○ Compliance and Regulations • Building & Site Compliance Certificate • Payroll Math • Tenant Marketing & Compliance • Regulatory Environment of Affordable Housing Management
Digital Literacy Training	Certifications
<ul style="list-style-type: none"> • Foundational skills through applied practice • Data entry and analysis • Presentation skills • Databases and agency portals • Advanced job search 	<ul style="list-style-type: none"> • OSHA 10 General Industry • Certified Credit Compliance Professional (C3P) • YARDI Training Certificate (To be developed)

EXPERIENTIAL LEARNING

Through HCP, we aim to integrate internship opportunities with property management firms in tandem with the essential basic and industry specific skills training program. The internship module is an efficient way to transition unemployed and underemployed workers quickly into roles and provide them with transferable skills. It is also a cost-effective approach to help the property management firm(s) develop and retain employees.

The internship will serve as a supplement to the HCP training that encompasses immersive learning experiences that will develop interpersonal and technical skills. To support trainees in reaching proficiency in compliance-oriented positions, the internship will expose them to various processes, including information interviewing and gathering documentation, internal audits of tenant files, and data entry using the Yardi/Building link, and/or Excel software.

The internship component of the HCP Initiative incorporates four interlinked values – practical experience, coaching and mentoring, social support, and a career pathway framework.

Benefits of HCP Model	
Practical Experience	The trainees have the advantage of applying skills from the classroom to their assignments and can also receive extra instruction on skills that they have not yet mastered or having a hard time comprehending.
Coaching and Mentoring	Trainees can receive coaching from program staff about any on the job struggles and receive the best methods to work through the situation(s)
Social Support	Trainees will be supported throughout their training program and placement. A Case Manager has been integrated into the program to help students as they successfully complete the program. It is key for our trainees' employer to continue to offer support as our students launch their new careers.
Economic Support	Trainees may be provided assistance in areas of transportation, housing, childcare, and nutrition/health.
A Career Pathway	Once the internship is complete, workers are on their way to a successful long-term career pathway because they have showcased their skills and abilities to employers.



Throughout the internship, HCP training program and employer partners will work collaboratively to ensure the experience provides holistic and efficient learning opportunity for all. Additionally, through this experience trainees will engage in activities that develop their time and information management skills in organizing data, record keeping, and report writing, conflict resolution, and reporting procedures. Weekly HCP seminars will be integrated into the program as well. Trainees are expected to abide by tenant confidentiality and maintain their professionalism for the duration of the training.

During the internship, trainees will receive \$18.56/ hour for their assignments adding up to a total of \$1485 stipend for their 80 hours of on-the-job training.⁵

⁵ Compensation is based on the average earnings of someone (\$38,000) beginning a similar entry-level position, pending funding. Stipend may be reduced to \$15 pending funding source.

APPENDICES

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APPENDIX A: Project Stakeholders And participants

Government Partners

- NYC Center for Economic Opportunity (CEO)
- NYC Department of Housing Preservation and Development (HPD)
- NYC Housing Authority (NYCHA)

HCP Advisory Group Participants

- | | |
|--|---|
| ○ Asian American for Equality (AAFE) | ○ Lemle & Wolff Companies |
| ○ Artimus NYC | ○ MBD Community Housing Corporation |
| ○ Bedford Stuyvesant Restoration Corporation | ○ Phipps Houses |
| ○ Bronx Pro Group | ○ RiseBoro Community Partnership |
| ○ C+C Apartment Management | ○ Shinda Management Corporation |
| ○ CAMBA | ○ St. Nick's Alliance |
| ○ CB Emmanuel Realty LLC | ○ Wavecrest Management |
| ○ Covington Realty | ○ Women's Housing and Economic Development Corporation (WHEDco) |
| ○ Fordham Bedford Housing Corporation | |
| ○ L&M Development Partners, LLC | |

APPENDIX B: Logic Model

Assumptions/Context:	<p>The current Mayoral administration has set forth an ambitious goal of creating or preserving 200,000 units of affordable housing by 2022, and 300,000 by 2026. This is sparking increases in hiring across a range of job lines, including in affordable housing compliance. The field includes small and large, often nonprofit, businesses; and recruitment is typically done broadly and has various job requirements.</p> <p>A workforce development investment can bridge the gap between people in low-income communities and the entry-level, administrative roles that can lead to higher-skill, good-paying jobs within property management (such as Compliance Manager), as well as in leasing and administration. Important to this new pilot model is that training will offer digital skills, essential basic skills, and industry context that are highly transferrable.</p>
Goal:	<p>The goal of this initiative is to deliver a skills training program that helps affordable housing organizations address some of their unmet staffing needs by sourcing hires from the low-income communities and demographics they often serve through their housing portfolios, and at the same time, offer new career path opportunities to jobseekers.</p>

Inputs/Resources	Activities	Outputs	Short and Long-Term Outcomes
<i>In order to accomplish the activities, the following are needed:</i>	<i>In order to address our problem or asset the following activities will be accomplished:</i>	<i>It is expected that once the activities are accomplished, they will produce the following evidence of service delivery:</i>	<i>It is expected that if the activities are accomplished it will lead to the following changes in 1 to 5 years:</i>
<ul style="list-style-type: none"> Recruitment and outreach capacity leveraging knowledge and experience working in low-income communities Business engagement capacity, ideally with knowledge of the affordable housing sector Marketing initiative in the affordable housing sector for project launch Classroom instructor Job development and business development staff Wraparound support services staff or linkages Computers with Microsoft Office suite; internet access Certification training manuals/online course access (TBA) Retention support staff Training space that can comfortably fit 15 people 	<ul style="list-style-type: none"> Design and implement business engagement campaign Design and implement marketing campaign Screening (TABE, interviews, computer proficiency, writing sample) Skills training (essential basic + technical skills). 15 enrollees per year, through 3 cycles. Direct job placement Retention support and tracking for at least 1 year 	<ul style="list-style-type: none"> # of individuals attending program information sessions # of individuals enrolled # of individuals completed training # of program graduates who successfully obtain 1 credentials 	<ul style="list-style-type: none"> Job placement in the affordable housing compliance sector # of individuals maintaining employment for 3, 6 and 12 months # of individuals with increased wages @ 12 months of employment retention Improved outcomes for affordable housing businesses that have hired from the local community (staff retention, greater tenant satisfaction, etc.)

APPENDIX C: HCP Target Trainee Profile

HCP is seeking trainees with the following profile:

Age	<ul style="list-style-type: none"> • 18+
Income	<ul style="list-style-type: none"> • Considered low-income (earning less than <\$20,000 annually)
Preferred Work History & Experience	<ul style="list-style-type: none"> • Has held at least one part-time or full-time job in the last two years, with total job experience being at least six (6) months or more overall. • Has worked in an administrative, computer-based, or data entry role. • Experience in real estate or the housing industry a plus.
Work Eligibility	<ul style="list-style-type: none"> • Eligible to work in the US.
Education	<ul style="list-style-type: none"> • No minimum degree required. • Able to demonstrate 10th Grade Reading level with an emphasis on informational texts. • Able to demonstrate an 8th Grade Math level with an emphasis on contextual math including financing basics (calculating income, wages, rent, etc. – refer to Lisa Management Assessment for examples) • Proficiency in writing simple email-length communications. • English proficiency required.
Technical Skills	<ul style="list-style-type: none"> • Personal email address required. • Basic skills in operating a computer, using internet, typing, and emailing required. • Familiarity with Google Suite a plus. • Familiarity with data entry / computation a plus (i.e. Excel, Access, Google Sheets). • Familiarity with CRM/database management a plus (i.e. Salesforce, Dynamics).
Essential Basic Skills	<ul style="list-style-type: none"> • Personable and warm, customer service mindset • Strong communication skills. • Strong organizational skills and attention to detail. • Ability to work independently with high level of integrity; strong follow through. • Ability to reflect on their strengths and weaknesses and integrate feedback. • Bi-lingual is a plus.
Career Aspirations	<ul style="list-style-type: none"> • Passionate about establishing a career in compliance in the affordable housing field. • Sees the Administrative Support role as a steppingstone to a good career.
Support for Intensive Training	<ul style="list-style-type: none"> • Applicants should demonstrate a baseline level of support and stability that will allow them to complete the intensive training.
Availability	<ul style="list-style-type: none"> • Must be available for the entire training schedule.

APPENDIX D: Outreach and Recruitment Strategies

In order to achieve a high level of success, it will be important to recruit people whose goals align accurately with the purpose of the HCP training program and for the training to offer credentialing or other competencies that equip the person for these jobs. Below are different methods that can be used to recruit candidates.

In-Person	<ul style="list-style-type: none"> • Tabling at community events and in lobbies of affordable housing sites • Meeting with locally elected officials to inform about HCP program and disseminate HCP program flyers to list serve networks • Partner with tenant associations and housing providers to host HCP information sessions • Attend job fairs to promote HCP program offerings to job seekers • Build a relationship with community or faith-based organizations to share upcoming info session dates and marketing materials with their congregations
Social Media	<ul style="list-style-type: none"> • Instagram/Facebook Ads – Broad recruitment outreach • Facebook – Job groups (ex: NYC Jobs) that inform individuals about training opportunities • Hashtag campaign – create an eye-catching hashtag to promote HCP program. Share Facebook, Instagram, and Twitter by digital citizens including elected officials and partner organizations
Interactive Event (“HCP Day”)	<ul style="list-style-type: none"> • Host engagement event to include the future program management team, employer partner(s), and industry professionals to engage interest trainees and be able to answer training specific or job-specific questions.
Community Boards	<ul style="list-style-type: none"> • Contact community boards in targeted communities to share HCP program information.
Developing Relationships with Schools	<ul style="list-style-type: none"> • Develop a relationship with high schools and vocational school counselors to inform upcoming graduates seeking an alternative to college about opportunities offered through HCP • Attend high school career fairs to share information and present to trainees about HCP • Distribute and/or post HCP marketing material at CUNY Colleges
Cross-promote with Partners	<ul style="list-style-type: none"> • Include known community partner and housing provider affiliation on their website, social media, newsletters, and other material. Communicate with community partners to share training opportunity. This will assist with building brand awareness
Email Marketing	<ul style="list-style-type: none"> • Collect contact information when attending events and create an email list. Share marketing materials with email list and promote for recipients to share with their network • Email blast – send out emails to individuals in government-assisted programs database i.e. HRA, Workforce1, Housing Connect, NYCHA, DYCD, etc.
Additional Outreach Ideas	<ul style="list-style-type: none"> • Citywide literacy programs • Public Access Television/ BRIC • Foster Care programs that track individuals who have aged out of their programs • Jobs Plus

APPENDIX E: HCP Curricula Outline

Program Content - Includes Essential Basic and Industry Specific Deliverables		
Program Intro, Conclusion, Admin – Projected 10 hours		
Essential Basic Skills Curriculum Outline - Projected 35 hours		
<i>Time and attendance</i>		1 hour
<i>Self-assessment</i>	<ul style="list-style-type: none"> - Past experiences - Transferable skills - Elevator pitch 	3 hours
<i>Communications</i>	<ul style="list-style-type: none"> - Teamwork - Receiving and delivering feedback - Nonverbal cues - Sales pitches - Presentation skills 	3 hours
<i>Customer Service</i>	<ul style="list-style-type: none"> ■ Proactive communication ■ Conflict resolution ■ Fielding complaints ■ De-escalation ■ Customized approach to audiences <ul style="list-style-type: none"> ● Compliance customer service in action <ul style="list-style-type: none"> ○ Tenants <ul style="list-style-type: none"> ■ Late rent payment role play ○ Regulatory agencies <ul style="list-style-type: none"> ■ Inspection role play ○ Building management personnel <ul style="list-style-type: none"> ■ Maintenance request role play 	3 hours
<i>Problem-Solving</i>	<ul style="list-style-type: none"> - Customized scenarios for pathway 	1.5 hours
<i>Resumes</i>	<ul style="list-style-type: none"> - Typically includes a session for the outline, multiple sessions for drafting in tandem with digital literacy classes, and a proofing clinic - Resume customization, with program details and geared towards administrative and desk clerk positions 	5 hours
<i>Interview Skills</i>	<ul style="list-style-type: none"> - Common and tough interview questions, customized for pathway - One-on-one and panel formats - Mock interview opportunity 	7 hours

<i>Cover Letter</i>		1.5 hours
<i>Thank you notes and references</i>		1.5 hours
<i>Employment Portfolio</i>	- Aggregating all essential basic and industry specific skills documentation	1.5 hours
<i>Job Search Skills</i>	<ul style="list-style-type: none"> - Typically includes time to research job opportunities for role play, mock interviews, and other pathway-specific scenarios in the essential basic skills curriculum in tandem with digital literacy classes - Supports post-program work with Employment Specialists 	7 hours
Basic Industry Specific Skills Curriculum Outline - Projected 60 hours		
<i>Intro to the Affordable Housing Industry</i>	Labor Market Information <ul style="list-style-type: none"> - 9.6k+ jobs from 2013 - 2017 in NYC for 81.5k total - Dip in facilities jobs, but overall industry growth 	11 hours / 2.5 days
	Intro to affordable housing (versus market-rate housing) and other key terms <ul style="list-style-type: none"> - Cost kept at 30% of household income in the local area - Refers to Section 8, New York City Housing Authority (NYCHA), rent-stabilized, housing lotteries, etc. 	
	Key Pathways and Jobs <ul style="list-style-type: none"> - High-level detail on relevant career pathways, individual jobs, including benefits and requirements 	
	Key industry-related policies and drivers <ul style="list-style-type: none"> - Mayor's affordable housing plan for 300k+ jobs over 12 years as well as 5k+ jobs by 2060 - 3.6k jobs already created between 2014 and 2018 	
	Current Industry challenges <ul style="list-style-type: none"> - Green technology – keep pace with Mayor's One City: Built to Last goals to reduce greenhouse gas emissions by 80% over 2005 levels by 2050 (e.g., rooftops, gardens, LED lights, etc.) and compliance with regulations 	
	Half-day site visit to relevant partner or site	
Administrative and Property Management pathway (in detail)	<ul style="list-style-type: none"> - Admin/Data Clerk Receptionist job description review cross-property management firms - Relation to the training program and upcoming compliance content 	1 hour

Regulatory environment	<ul style="list-style-type: none"> - Framing of affordable housing management in a regulatory environment - Intro to key city, state, and federal regulatory agencies (e.g., US Department of Housing and Urban Development) <ul style="list-style-type: none"> ■ Agency and regulation connection ■ Related regulatory reporting requirements and intervals - Intro to key compliance areas for tenants and buildings 	6 hours
Tenant Marketing and Compliance	Monitoring vacant units	21 hours/ 3 days
	Resident sourcing and interviews <ul style="list-style-type: none"> - Including the lottery process - Potentially resident selection 	
	File creation for potential tenants <ul style="list-style-type: none"> - Physical and soft file - Data collection and consolidation 	
	New tenant lease <ul style="list-style-type: none"> - How to read a lease <ul style="list-style-type: none"> ● Including riders - How to calculate a lease - Process for qualifying a household <ul style="list-style-type: none"> ● Tenant Income Certification (and re-certification) <ul style="list-style-type: none"> ○ Regulations ○ Form completion ○ Required documentation ○ Submission process ● New lease forms ● Background checks ● Approvals and communications - Lease creation 	
	Rent roll or registry of residents <ul style="list-style-type: none"> - Monitoring rent roll - Rent collection protocol - Rent regulation/stabilization - Eviction prevention - Legal referrals 	
	Lease renewals <ul style="list-style-type: none"> - Monitoring renewal timelines 	

	- Process for reviewing	
	Tenants' Rights	
	Ambassador for landlord and tenants <ul style="list-style-type: none"> - Ensuring tenant rights maintained - Managing facility issues - Fielding potential or current tenant inquires or complaints 	
	Opening and closing tenant/facility and maintenance issues tickets with Superintendent and Property Manager	
	Supply/ vendor orders, invoicing, and management	
Building and Site Compliance (includes industry certificate)	Tax credit/ affordable housing incentives <ul style="list-style-type: none"> - Overview of relevant tax credits - Prep and exam for Certified Credit Compliance (C3P) for Low Income Housing Tax Credit (LIHTC) program (projected two days with external partners, like Spectrum, with access to the exam for two weeks, \$650 per person) - Housing Credit Certified Professional (HCCP) through National Association of Home Builders (NAHB) [tentative] (projected 10 hours with external provider NAHB, only candidate until two-years of LIHTC experience, \$175 per person for the test) 	<i>21 hours / 3 days</i>
	Building Licenses	
	Inspections and violations management	
	Regulatory Agency reporting <ul style="list-style-type: none"> - Reinforcements of previous lessons on regulatory agencies 	
	Ambassador for landlord/ meeting with regulatory agencies and funders	
Payroll Math	<ul style="list-style-type: none"> - Basic addition, subtraction, multiplication, division - Income calculation, including hourly wage, benefits, etc. - Key terms, including expense, revenue, credits, gross or taxable earnings, payroll registry, deductions, etc. 	<i>7 hours</i>
Digital Literacy Projected 90 hours		
Foundational skills through applied practice	Intro to Computers	<i>45 hours (1.5 weeks)</i>
	Advanced email and communication	
	Word Processing <ul style="list-style-type: none"> - Intro to Microsoft Word or Google Docs - Resume creation - Resume tailoring for entry-level admin/ desk clerk positions - Draft email and narrative for regulatory agency report (HUD or IRS for example) 	
	Data entry and analysis	

	<ul style="list-style-type: none"> - Intro to Microsoft Excel or Google Sheets - Entering and formatting data - Basic formula uses for addition/ subtraction, multiplication/ division (related to payroll math) - Practice Tenant Income Certification form 	
	Presentation Skills <ul style="list-style-type: none"> - Utilizing Microsoft PowerPoint or Google Slides - Builds on communications and public speaking in essential basic skills 	
	Databases and agency portals <ul style="list-style-type: none"> - Utilizing a mock-up Microsoft Access database and mock government portal screengrab - Led into YARDI curriculum 	
	Advanced Job Search <ul style="list-style-type: none"> - Intro to job search sites - Deconstructions of a job description - Create a professional online presence on various platforms - Online applications 	
Housing Career Pathways YARDI Certificate	Basics of the property management software, including operations and financial reporting tools	<i>30 hours (1.5 weeks)</i>
	Navigation of a mock-up property management company and basic data entry for operations and financials	
	Demonstration of common usage in the workplace: <ul style="list-style-type: none"> - Pulling and presenting the rent roll/registry of rents - Creating a new lease and a lease renewal - Opening and closing a repair flow for tenant issues - Pulling and presenting accounting/financial report 	
OSHA 10 General Industry		<i>10 hours</i>

Facilitation Notes
Requires at least one Essential Basic Skills and Industry-Specific Skills Technical Instructor for 6-week intervals with experience, supporting the target population and residents of affordable housing (or willing to learn). May require additional staff lines for math, digital literacy, and YARDI content creation and delivery.
Requires Program Manager/lead staff, or equivalent staffing, for non-instruction engagement, including on-the-job training.

APPENDIX F: TRAINEE FOCUS GROUP PROTOCOL

Focus Group Questions
General Context on Industry and Jobs
What do you think of what you hear about job opportunities in “office work or office administration?”
What do you think of when you hear about job opportunities in “compliance?”
What do you think of when you hear about job opportunities with a “property management company?” Or an “affordable housing property management company?”
For these positions and companies, what do you imagine the work duties to be like? What do you imagine the work environment to feel like?
<p>Share the following information once you gather some feedback on basic knowledge of these positions and companies.</p> <ul style="list-style-type: none"> - Property management companies are charged with managing a building and a site as well as tenants. - Compliance workers are key office admin workers because they manage rules and regulations for both buildings and tenants. - That means making sure tenants are managed (e.g. they are approved as qualified, they met the terms of a lease, they are rent abiding, their facilities questions and complaints are answered) and buildings are managed (e.g. as more and more units come online, they are compliant with tax credits and other rules and regulations, they have the latest green technology, reporting happens in a timely way). - These jobs can lead from an admin or data clerk at \$15-20 an hour to career pathways such as: Compliance Coordinator/Specialist, Compliance Analyst, Marketing/Leasing Coordinator, Marketing/Leasing Supervisor, and Junior Property Manager/Property Manager - These jobs require essential basic skills like customer service, communications, rapid response, consistency attention to detail, conflict management. - They also require other skills like data entry, database management, report submission, payroll math. - For these companies, they also require an understanding of the affordable housing industry and the regulations related to the industry. Sometimes they require certifications that show expertise in the regulatory environment.
Hearing about these companies, jobs, and pathways, what do you like about them? What is unappealing? What questions do you have?
Job Training
We are building a training program for these kinds of jobs and pathways. We are going to share some program elements. Tell us what works, what doesn't.
<p>Program timeline and content</p> <ul style="list-style-type: none"> • Five weeks in length of classroom training. Four weeks of internship post-training. Potentially 2 months of training for an entry level job that has a pathway to advancement • One week to build your confidence and employment portfolio, including customer service, problem solving, resumes, cover letters, interviews, etc. • Two weeks of a deep dive in the industry as well as building site and tenant management • Certifications in regulations • One full day of payroll math

<ul style="list-style-type: none"> • A week and a half of digital literacy – foundational skills, a digital employment portfolio, and job search skills as well as training on common databases used by property management companies • OSHA 10 General Industry for facilities work
<p>Staffing</p> <ul style="list-style-type: none"> • Program Manager • Technical Instructors • Case Manager • Job Developer
<p>Internship</p> <ul style="list-style-type: none"> • 80 paid hours of part-time internship in property management companies or related businesses while you job search.
<p>Would you need or want an internship if you were new to these types of companies and jobs? Or would that add too much time to make it worth it?</p>
<p>How do you feel about the structure? Would you take time out for an unpaid training like this if it was offered?</p>
<p>How do you feel about the staffing?</p>
<p style="text-align: center;">Recruitment Strategies</p>
<p>Do you see or pursue these kinds of jobs and companies in your job search?</p>
<p>What about the training program is attractive?</p>
<p>What about the job is attractive? Or career pathway?</p>
<p>What about the company type is attractive?</p>
<p>Now that you know about these jobs and a training program like this, what would attract you to it? Or deter you from it?</p>
<p>Where are you looking for job specific training programs that might lead to jobs – these ones or others?</p>
<p>Where are you looking for jobs – these ones or others?</p>