

*A.C.C.O.R.D.*  
***Ballpark Village Community Job Training and Placement Program  
Proposal Guidelines***

***Background and Vision***

On October 20, 2005, members of ACCORD, a broad coalition of community groups, housing advocates, environmental groups, and labor unions signed the City's first Community Benefits Agreement (CBA) with the developers of Ballpark Village Project, San Diego's largest ever redevelopment project. The CBA was a historic first-step towards collaboration between community groups representing the impacted low-income, residents of the Ballpark's neighboring communities, organized labor, environmental groups and affordable housing advocates and developers. The CBA reflected an effort by a diverse group of organizations to advance a vision of redevelopment that goes beyond the immediate physical improvement of a particular neighborhood; it is a vision that recognizes the importance of working together to ensure that the redevelopment provides benefits for impacted communities and advances an agenda of social inclusion.

One of the important goals of the Ballpark Village Project CBA is to promote employment of "Targeted Applicants" by employers within the Project. "Targeted Applicants" are low-income local residents, including low-income local residents who are participants in a rehabilitated ex-offender job training program. According to the terms of the CBA, the developer will provide \$1,500,000 to be used to pay for the costs of: (a) conducting classes to prepare targeted applicants to become pre-apprentices in the construction trades, and (b) providing support services for individuals taking such classes, or individuals who are identified by ACCORD or the First Source Referral System as reasonably likely to be employable within the Project with the assistance of such support services.

The Ballpark Village CBA provides an unprecedented opportunity to ensure that local community residents share in the benefits of the Ballpark Village development. It will create opportunities for new collaborative relationships between community based organizations, unions and employers affiliated with Ballpark Village. These new relationships will create special opportunities for targeted individuals to apply for building trades apprenticeship positions *and* to develop a diverse group of qualified local candidates for other employment opportunities within the Project. The individuals from impacted communities, the unions and contractors/other employers all stand to benefit from these new collaborative efforts.

***Scope of Work***

The Ballpark Village Community Job Training and Placement Program has the following general goals: (1) Targeted Applicants will be fully prepared for placement into building and construction trades apprenticeships and other employment within the Project; (2) Grantees shall endeavor to have twenty percent (20%) local participation in construction jobs on the Project, subject to the terms and conditions of any applicable project labor agreement.

While approval of the CBA represented a historic first-step in collaboration between organized labor and community-based organizations, this opportunity will only be fully realized once the agreement is successfully implemented, with clear benefits for impacted communities. Throughout the country, innovative programs have demonstrated that low-income people of color and ex-offenders have successfully entered the building and construction trades – to the benefit of both the Unions that gain new members and to the individuals who gain living wage careers. The innovative programs measure their success by the successful placement of their participants; such programs frequently include creative approaches to recruitment, pre-apprenticeship training, case management, support services, job placement, and mentoring. ACCORD encourages the submission of proposals that include one or more of these program components, with creative adaptations designed to ensure the success of Targeted Applicants. Proposals should focus on “pre-apprenticeship training” OR “support services,” but ACCORD strongly encourages collaborations that might enhance either program component.

*1. Pre-Apprenticeship Training:* Pre-apprenticeship training seeks to improve basic skills and prepare an individual for an apprenticeship program. Such programs help potential entrants to the building trades and construction apprenticeship system develop their job skills and trade readiness so that they will be prepared to gain employment as apprentices or in related occupations. Effective pre-apprenticeship training programs might include an overview of the construction trades and offer exposure to the culture of the workplace through visits and training at actual construction sites, teach basic applied math and terminology used in construction, provide health and safety instruction, train in the use of basic tools, and include daily physical conditioning.

*2. Support Services:* Support services aim to provide low-skilled, low-income adults with employment barriers the opportunity to gain access to and be retained in jobs offering living wages, benefits and career advancement. As many residents of the impacted area do not currently meet the requirements for the construction and building trades Pre-Apprenticeship Training Course or placement in an Apprenticeship program, Targeted Applicants might be excluded from the Ballpark Village Apprenticeship opportunities *unless* targeted individuals are provided with effective support services. Such support services might include culturally competent intake, assessments and determination of eligibility for social and health support services;<sup>1</sup> individualized case planning and management; mentoring; provision of access to reliable transportation; information and referral to community training and education providers; creation of and support for “learning community” cohorts; direct employment services aimed at building work histories; work readiness and soft-skills training; and/or individualized follow-up and retention services.

The ACCORD seeks proposals for Pre-Apprenticeship Training and Support Services that build on local community workforce assets, respond to needs of the Targeted Applicant communities, and demonstrate a commitment to the goals outlined above. The proposals should also outline clear strategies and activities for outreach to the Targeted Applicant population. The ACCORD encourages proposals that include:

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<sup>1</sup> In the case of ex-offenders, “culturally competent” would mean the staff experience and knowledge to respond to the special needs of the ex-offender population.

- Outreach activities that build on the ACCORD partner constituencies
- Partnerships with other community-based or public agencies where such partnerships would improve training/service delivery or effectiveness
- Advocacy activities to develop employer support for hiring the target population

## **Program Deliverables**

Proposals must include objectives which respond to the following program deliverables:

1. Outreach and Enrollment:
  - a. Targeted Applicants will attend orientation sessions for employment in the construction and building trades.
  - b. Targeted Applicants will enroll in case management services.
  - c. Targeted Applicants will enroll in pre-apprenticeship training.
  - d. Targeted Applicants will apply to Construction and Building Trades Apprenticeship programs.
2. Pre-Apprenticeship Training: Targeted Applicants will successfully complete a #-hour pre-apprenticeship training course.
3. Employment Support Services: Targeted Applicants shall receive employment support services that enhance opportunities for job placement or job retention. Supports are:
  - a. GED, ESL/VESL or Vocational Training;
  - b. Child Care;
  - c. Transportation;
  - d. Health Benefits for their family;
  - e. Housing retention assistance to enter, retain or participate in work related activities.
4. Employment Placement: Targeted Applicants shall be placed in employment through the efforts of the grantees. Placement is defined as obtaining a job for a client who remains employed in a job on the 30<sup>th</sup> day following placement.
5. Construction Employment Placement: Targeted Applicants shall be placed in employment through the efforts of the grantees. Placement is defined as obtaining a building/construction job for a client who remains employed in a job on the 30<sup>th</sup> day following placement.
6. Construction Apprenticeship Placement: Targeted Applicants shall be placed in Apprenticeships through the efforts of the grantees. Placement is defined as obtaining a building/construction apprenticeship for a case managed client who remains in the apprenticeship on the 120<sup>th</sup> day following placement.

## **Proposal Format**

The proposals should outline the following:

- (1) Summary of Project Goals, Objectives, and Expected Results (Maximum one page)
  - a. Brief statement of your organization's mission, history and population served.

- b. Goal(s) should correspond to the ACCORD goals outlined above, adjusted to reflect organizational capacity.
  - c. Objectives are the specific, measureable, and time-limited statement of purpose that answer the questions “What steps will you take to achieve the goal(s) and in what timeframe?” Objectives should respond to the program deliverables outlined above.
- (2) Project Narrative (maximum five pages). *This section should detail the information summarized in the first section, and should include:*
- a. Description of the targeted population;
  - b. Description of the organization’s history and track record in providing outreach, pre-apprenticeship training and/or support services for the targeted population;
  - c. Description and timeline of the specific activities and services that will be offered;
  - d. Description of any proposed partners;
  - e. Description of how progress towards goals and objectives will be measured and evaluated.
- (3) Project Budget (maximum one page).
- (4) A list of grants received by the organization in the last 12 months for this program (sources and amounts) and a list of any expected additional support.
- (5) A list of the organization’s current Board of Directors, including each member’s name, title and organizational affiliation.

### ***Eligible Organizations***

The ACCORD Implementation Committee will give preference to community based and labor organizations that have a track record providing job training and/or supportive services to the target population *and is by invitation only*.

### ***Timeline and Process for Proposal Submission and Review***

The deadline for proposal submissions will be Monday, May 22, 2006. The Proposals will be reviewed by the ACCORD Implementation Committee<sup>2</sup> and provisionally approved, or provisionally approved subject to revisions, by June 16, 2006. After provisional approval, the proposals will be submitted to the Developer for review and final approval by June 30, 2006.

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<sup>2</sup> Members of the Implementation Committee associated with any organization submitting proposals will recuse themselves from the review and selection process. Should the Implementation Committee members not possess relevant technical expertise for proposal review and selection, an outside reviewer or consultant will be engaged to work with the Committee.