

# New York City

## Workforce Development & Training Program Budget Narrative



**NYS**  **FAH**

NEW YORK STATE ASSOCIATION FOR AFFORDABLE HOUSING

# **Estimated Budgetary Expenses Over 16 Month Period September 2007- December 2008**

## **Introduction**

New York State Association For Affordable Housing (NYSFAFH) is the voice of professionals with an established record of increasing housing programs and funding for affordable housing. As such, NYSAFAH and its over 250 members are interesting in partnering with New York State Builders Association Research and Education Foundation (NYSBA REF) and LaGuardia Community College (LaGCC) to develop a trades training program for its employees and future employees. Creating a workforce development program will necessitate strong financial and program commitment from local industry leaders and subcontractor employers.

## **Program Expenses**

A budget outline is attached that estimates the expenses for the program over the initial 16 month period from September 2007 to December 2008 and is accompanied by a narrative of each budget line item in the paragraphs below. This does not include costs of developing a registered apprenticeship program nor membership to the New York State Builders Associations (NYSBA) and its local NYC affiliates Queens & Bronx Building Association (QBBA), Building Industry Association of NY (BIA) or its national affiliate National Association of Home Builders (NAHB). A registered apprenticeship program would be a large undertaking that first requires experience and growth of the workforce development program over time. In the development of this program, NYSBA REF will not require membership to QBBA/BIA/NYSBA/NAHB for industry leaders from NYSAFAH who will be the initial major underwriters of the program. However, future underwriters, specifically subcontractors, becoming involved in the program will be required to be QBBA/BIA/NYSBA/NAHB members.

### **NYSBA REF Administration** (line item 1-17)

The administration costs for NYSBA REF administration/training personnel reflects a major contribution by NYSBA REF in the time spent on creating, building and developing the New York City Workforce Development program over the first 16 months. This includes time attributed to the Workforce Development Director and management supervision by the NYSBA REF Treasurer and Training Director. In addition there are costs associated with the NYSBA REF administration/training personnel's travel expenses to New York City for business related to the development of the program. After the 16 month period is completed, NYSBA REF administration/training personnel will have less of a role in day to day coordination of the NYC Workforce Development Program, and therefore administration costs will decrease accordingly. NYSBA REF will require outside consultant fees for legal documents, Memo of Understanding, accounting, and grant writing expertise.

### **NYC Workforce Development Personnel and Office** (line items 19-28)

As recommended by NYSAFAH, there will be direct day to day oversight of the NYC Workforce Development Program, with a physical presence in New York City. The addition of employees and an office in NYC have increased the estimated budget expenses originally proposed to NYSAFAH and are reflected in the line item additions outlined in the attached budget. NYSBA REF will hire a

full-time Workforce Development Coordinator to oversee the coordination of the program, including working closely with NYSFAH members and LaGuardia Community College. There will also be the need for NYSBA REF to hire an Administrative Assistant for the New York City office. To this end, advertising for such job postings includes a combined regional search through NY Times (or similar venue) as well as a direct statewide exposure through the NYSBA Career Center. NYSBA REF would require office space in NYC for the two workforce development employees. Office space and a small conference room for the NYSBA REF employees and the NYC Workforce Development Advisory Board members is as yet undetermined but will require an estimated 800 Sq Ft, with rates estimated at \$25 a square foot, depending on location of the rented office. The NYSBA REF New York City office will require furniture and equipment, as well as common office expenses such as telephone, copies, postage, etc.

As stated previously, these initial steps and expenses are essential to have in place within the first month or two of the Workforce Development program and require an up front financial commitment from the industry leaders of NYSFAH. After this initial expense, program costs will be spread over the full 16 month period. This NYC office will need to be maintained after 2008 and a revised budget and agreement would have to be developed at that time. Future sustainability of the program is discussed in further detail later in the narrative.

### **Unveiling the NYC Workforce Development Program**

To unveil the program, NYSFAH, NYSBA REF, QBBA, BIANY, NAHB and LaGuardia Community College should hold a joint press conference to announce the program. It is highly recommended that this be held at LaGuardia Community College (the future location of the program) and that NYSFAH elected leaders, Executive Director Bernie Carr and LaGCC President, Dr. Gail Mellow are present for the announcement as well as any other pertinent NYSFAH leadership or stakeholders. NYSFAH, NYSBA REF, QBBA, BIANY and NAHB will ensure that building industry leadership will be on hand for the announcement and a joint press release will be issued to announce the program. The specific date and location on campus are to be determined based on the program moving forward. The building industry entities will reach out to building and education industry press as well as consumer press in conjunction with any efforts undertaken by NYSFAH and LaGCC. After the initial press release announcing the program and partnership, a schedule of releases will be developed based on program development and implementation. For a program like this there are a vast array of stories that can be pitched to the media. For instance a local publication could write a feature article series following a student through the program or a feature could be written informing the general public about how this program fills an industry need and the opportunity that awaits students pursuing this coursework – while other industries face shrinking job opportunities, our industry has plenty of opportunity for qualified workers. There is also the most important aspect that through the implementation of this program, NYSFAH is opening the doors of opportunity to students attending LaGCC – opportunities that are available to the majority of students wanting to pursue higher education.

NYSFAH, NYSBA REF, QBBA and BIANY will also use their respective industry publications to promote the program within the industry. NYSBA REF will publish a feature article in NYSBA's bi-monthly Empire State Builder Magazine announcing the launch of the program that will include an interview with NYSFAH leadership and will use other tools such as the NYSBA Newsletter and

NYSBA REF Newsletter to promote any updates and developments. Empire State Builder Magazine has a circulation of 10,000 statewide with a circulation of close to 3,000 in New York City, the pass on rate in New York City is an estimated 9,000. This is the number of people who see the magazine after it reaches its destination. The magazine circulation includes members of 16 local affiliates statewide and also nonmember industry professionals. QBBA and BIANY also have newsletters and/or magazines that will highlight NYSFAFH and what is happening with the program and engage member interest in it. Industry professionals aware of the program are more likely to hire graduates from it as well as let interested prospective students know about the program. NYSBA will also promote NYSFAFH and the program on its website. Additionally, NYSFAFH, NYSBA REF, QBBA, BIANY and NAHB will utilize key industry contacts and events to promote the program's message throughout the New York City area (as well as state and nation where appropriate). As the program progresses, new opportunities for promotion can be addressed.

### **Ongoing Public Relations** (line item 30)

Creating a Public Relations approach to Workforce Development is the most efficient way to change the outdated impressions and negative societal perspectives of the residential building industry, as well as help support specific program recruitment. NYSBA REF is in negotiations with a respected public relations firm to develop a comprehensive marketing strategy. This includes the creation, development, production and copyright of various mediums to disseminate the workforce development message to a targeted audience, both statewide and regionally specific. The NYC Workforce Development Program's Public Relations effort would proportionally subsidize the substantial consultant fees attributed with this undertaking. More importantly, it provides for foreseeable costs for supplying and distributing collateral materials and advertising spots as determined by the New York City media market.

### **Supporting Educational Partners** (line item 32-34)

Industry support of the educational partners (including students) is essential to success. In addition to NYSFAFH members participating with the Advisory Board and schools' planning boards, financial support encourages growth outside the parameters of education requirements. National Association of Home Builders' (NAHB) Student Chapters is a proven extracurricular activity for students to hone and advance the skills learned in their classrooms. Student Chapter members are often credited as a source of highly qualified individuals for employment. All Student Chapters registering with NAHB must have the sponsorship of an NAHB local association, including the payment of annual dues for each student chapter member in high school (\$5 each) and college (\$10 each). We estimate over the course of the initial 16 month period, the NYC program will sponsor a total of 30 high school students and 30 college students. Similarly, it is important that NYSFAFH supports the training efforts of educational instructors so they have the best resources available to educate their students. This includes stipends and expenses associated with attending train the trainer courses or conferences both locally and nationally.

### **Employment** (line item 36-38)

The purpose of the NYC Workforce Development Program is to train and educate individuals to become skilled in the construction trades. The objective is the employment of these individuals by the

industry, specifically the subcontractors involved in the program. Such efforts include the hiring of part-time interns as part of an education program for on-site job training between or simultaneous to classroom course schedules. There also must be a commitment by NYSAFAH and NYSBA members over the course of the initial 16 month period to hire full-time trained employees, specifically through subcontractors involved with the program. To this end we estimate the need to post 60 job opening advertisements with NYSBA Career Center in order to hire the highly qualified individuals from the educational training programs at both the High School and College level.

### **Advisory Board**

The most important aspect of creating a Workforce Development Program is creating the Advisory Board as the governing body made up of representatives from each partnering entity, each with specific responsibilities or roles that they bring to the table. It is the responsibility of NYSAFAH as industry leaders and NYSAFAH subcontractors to have a strong presence on the Advisory Board because they are the lead component in creating and sustaining a workforce development program so individuals are properly trained to NYSAFAH specifications. This Advisory Board would also be the body that directs and makes accountable the NYC Workforce Development Coordinator. Without the continued presence of the industry in this program and the Advisory Board, the NYC Workforce Development Program will not continue to grow.

## **The Education Component**

### **LaGuardia Community College Commitment**

To meet the curriculum standards endorsed by NYSBA REF, LaGCC will incorporate the curriculum and textbooks of the Residential Construction Academy (RCA) series. To this end, NYSBA REF has worked with LaGCC to determine a sufficient budget proposal for the creation of trades training program. LaGCC is prepared to commit its resources to the development of the education component of the NYC Workforce Development Program with an estimated budget of \$124,144. A break down of such LaGCC budget includes their costs for hiring instructors, developing curriculum, purchasing RCA textbooks and materials for students and instructors, endorsement of standards, and other administrative needs.

LaGCC will develop this education program to train current and potential individuals for jobs in the construction trades. The components of the program include a Basic Principles Training class and two Specialized Training classes in the fields of electrical, masonry, plumbing, carpentry or HVAC. The initial classes will be non-credit continuing education courses since obtaining accreditation (credit course approval) is a multi year process.

With the eagerness of NYSAFAH to commence the program as quickly as possible, LaGCC's proposal is designed to offer the Basic Principles class in January 2008 and two Specialized Training classes (specialties to be determined by the Advisory Board in consultation with LaGCC) commencing in Spring 2008. LaGCC is prepared, once this proposal is approved, to participate as the community college education partner, in building a strong relationship with NYSAFAH and NYSBA REF. Furthermore, a High School component will be sought by LaGCC to join the workforce development program to ensure a successful career ladder from High School to College is established.

## **Student Population**

Utilizing the resources of the workforce development program, LaGCC will design a residential building trades training opportunity through the Division of Adult and Continuing Education. LaGCC is committed to working closely with NYSAFAH and NYSBA REF to ensure that the educational components of the Workforce Development Program are customized to meet the employer and student needs of New York City. LaGCC's educational component will include a recruitment plan and an assessment process. Recruitment will focus on identifying those interested in entering the construction industry, such as; young adults with some or completed high school education, and potential employees as identified by business leaders. All students who are identified as interested in participating will take part in an assessment and counseling process to accurately match individuals' skill levels and career interests to training opportunities and careers. Additionally, the curriculum in the Basic Principles text overlaps with GED requirements. As such, students in need of a GED will be encouraged to obtain their GED. Construction students with a high school diploma or a GED have the added advantage of being able to enroll for a degree at LaGCC and the proposed program will therefore be the first rung on their career ladder.

## **Determine Tuition Structure**

As aforementioned, the cost for LaGCC to develop and administer the education component is estimated at \$124,144. Further discussions among partners will determine the tuition structure for students attending LaGCC courses and the means for sponsorship of tuition through NYSAFAH, NYSBA REF and its local associations, scholarships and grants, business leaders and public/government sponsored programs (i.e. vouchers). Such sponsorship opportunities offset the tuition costs for the targeted population to ensure full participation in the education component.

## **Sustainability after Initial 16 Month Period**

Following the success of the 16 month period to initiate a NYC workforce development program, future sustainability of the program is essential to its continued success. While some of the budgetary items outlined in the 16 month budget proposal will decrease, the costs associated to many items will be continued annual expenditures. As such it is important for the Advisory Board with its industry leaders from NYSAFAH, NYSBA REF and LaGCC to pursue future funding avenues to sustain this program indefinitely.

The following are some recommendations for NYSAFAH, NYSBA REF and the Advisory Board to consider and develop during the initial 16 month period. Working with LaGCC, the education component can pursue scholarship and government assisted programs to offset tuition costs through various city, state, and national educational funding grant programs. Similarly, government grants can be pursued through US Department of Labor (USDOL), NYS Department of Labor (NYSDOL), and its Workforce Investment Board (WIB). NYSBA REF's close relationship with NAHB's workforce development arm, the Home Builders Institute (HBI), could provide direct funding support or guidance to secure additional funding resources, such as pursuing private funding sources and charitable organizations with close ties to the building industry. Other state and national entities, such

as New York State Energy Research Development Authority (NYSERDA) could provide funding related to energy efficiency or green building training components in these trades.

In addition to outside funding resources, the NYC Workforce Development Program can provide sustainability through various fees associated with participation in the program. Employers hiring student interns through on-site job training programs, in addition to stipends, could be charged an operating fee. The posting of jobs through NYSBA Career Center generates revenue that is redistributed to NYSBA REF’s statewide workforce development programs. As such, a proportional revenue sharing commitment with NYC Workforce Development Program can be developed.

Another large revenue generating program to consider is a registered apprenticeship program where all participating employers pay a cents per person hour fee on all their trades people into the apprenticeship fund. This could be done in a non-union setting for NYSAFAH and NYSBA members and has the potential to generate hundreds of thousands of dollars. However, at the moment the state has a temporary moratorium on setting up new registered apprenticeship programs. Nevertheless, this is still a possibility as NYSBA REF is two years away from having a track record to get the program registered as an apprenticeship program.

Sustainability of a workforce development program is essential to its longevity. It must be a high priority of the Advisory Board, NYSAFAH, and NYSBA REF to plan during the 16 month period.

## Work Plan and Time Table

Below is a detailed time table for implementing many of the aspects associated with creating the NYC Workforce Development Program. Many of the line items have specific target dates, while others are spread over the course of the 16 month period.

Line Item	Deliverables	Time Frame
1	Identify partners of NYC Workforce Development from College, High School, Employer, and any other recommended entities	October 1, 2007
2	Approval of Contract with NYSBA REF and signed MOUs from partners	October 1, 2007
3	Form an Advisory Board to implement Workforce Development, with half the representatives from NYSAFAH and local NYSBA affiliates	October 1, 2007
4	Locate and open NYSBA REF Workforce Development office in New York City	October 1, 2007
5	Hire Full-time Coordinator with responsibilities of organizing and reporting activities to the Advisory Board and NYSBA REF	October-07
6	Representation of all partners at New York State Builders Show to observe workforce development activities	October 18-19 2007

7	LaGCC review and develop curriculum for RCA Basic Principles for Construction course offered in January '08.	Mid-October 2007
8	Develop a tuition structure for LaGCC courses	October - November 2008
9	60 job postings through NYSBA Career Center and 60 resume postings Link LaGuardia Comm. College's Workforce One Center to NYSBA Career Center	October 2007 - December 2008
10	Develop Public Relations Strategy to promote workforce development	October 2007 - December 2008
11	LaGCC hire instructors/administrators, secure classroom/workshop space, and purchase RCA books and materials for Basic Principles for Construction	Mid-November 2007
12	Delmar Learning training for LaGuardia Comm. College in RCA Basic Principles for Construction	December-07
13	LaGCC identifies target audience for Basic Principles course and begins recruitment efforts with the aid of industry leaders.	October 2007 - Ongoing
14	High School Career Tech partner review RCA curriculum in fields of Carpentry, Plumbing, HVAC, Electricity and Masonry for implementation for Spring of '08	January-08
15	Form NAHB Student Chapter at each partnering High School and College	January - September 2008
16	LaGCC begins their Semester with the RCA Basic Principles course	Jan-08
17	Develop and implement internship program with employers for High School and College students	February 2008 - Ongoing
18	High School Career Tech Programs purchase RCA materials for Fall 2008 school year	April-08
19	Assessment and Endorsement of NYSBA Curriculum standards for High School and College programs	Spring - Fall 2008
20	Advisory Board assess needs and interest to determine the two specialized courses to offer from Carpentry, Plumbing, HVAC, Electricity and Masonry at LaGCC for May '08	March-08
21	Delmar Learning train the trainer certificate program for LaGCC and training for LaGuardia Comm. College and High School Career Tech Partner in the RCA fields of Carpentry, Plumbing, HVAC, Electricity and Masonry	April-08
22	Offer two specialized classes at LaGCC	May or September 2008
23	High School Career Tech Partner adopt curriculum in the RCA fields of Carpentry, Plumbing, HVAC, Electricity and Masonry.	September-08