

Project/Program Profile

Name of Project/Program: Entry Level Property Management Training

Organization: Community Action Partnership of Solano (CAP Solano)

Location of Project/Program: Solano County

Year Project Completed/ Program Began Operation: 2011, in development

Funding Sources: Development grant from the California Department of Community Services and Development under Community Services Block Grant discretionary funding

Populations Served: Unemployed/low-income persons

Number of people served: Total of 50 clients, 20 will have completed the program (as of 2011)

Number of Staff: 18

Total Cost of Development/Operation: \$22,391

Program Coordinator - \$1,500/year

Clerical support - \$416/year

Instructor - \$8,190/year

Curriculum and Program Developer - \$12,285/year

Partners: City of Fairfield Housing Authority, City of Suisun Housing Authority, Jean Price (affordable housing owner), Mission Terracina (property owner)

Services Provided: Leads participants to a career path in property management by teaching entry level skills for residential apartment managers. Will provide up to 6 sessions by June 30, 2012.

SERVICES: Employment Training

(Italicized portions offer further explanation. If the standard is not fulfilled by the project, it is noted in the italicized explanation. Crossed-out portions are not applicable.)

Level 1: Program Feasibility Assessment

These basic criteria determine the feasibility of an employment training program. The focus is on the organizational and financial readiness of the program.

1. NEED

a. Community Need

- i. There is high unemployment and/or underemployment.

1. *Unemployment is higher in Solano County than in surrounding counties. The unemployment rate in Solano County is 12.3% and growing.*

b. Market Study/Needs Analysis

There was no market study conducted for this program.

- i. The market study confirms the need for, and viability of the program.

1. There are no other employment training programs in the area that can work with the target population.

a. *There are other training programs, but they do not target leadership/management for low-income persons. They also do not provide training for residential apartment manager careers.*

b. *There is a need for residential apartment managers because some buildings experience a turnover of as much as five managers in one year.*

2. There is enough demand for services and sources of funding to support the program.

a. *The program is still in the development stage, and the organization is organizing a focus group of property owners to discuss the turnover in residential apartment managers.*

b. *Following the focus group, the organization will develop a survey to send to other property owners in the County to determine the demand for residential managers.*

- ii. The market study informs the organization about demographics of the area, competition, and barriers to entry.

c. Local Support

- i. The beneficiaries of the program support the program.

- ii. Neighbors and local community members support the program.

1. *These services are directed particularly to the local community.*

- iii. The program is in alignment with local city, county, state and/or federal development goal(s).

2. ORGANIZATIONAL READINESS

- a. The organization is willing and able to do the program.

i. *The organization has established specific phases and details to ensure the success of the program.*

- b. The program is in alignment with the mission of the organization.

i. *The mission is to move low-income people out of poverty and homelessness, and this project enables them to do so by improving employability of participants.*

- c. The Board of Directors embraces a CED strategy and/or embraces the program as a part of the CED strategy.

- d. The organization and/or its partners have a track record of participating in similar programs.
 - i. *CAP Solano has been providing training opportunities for representatives from nonprofit organizations for over ten years. Topics include but are not limited to: ROMA Training; Planning for Results; Case Management 101; Budgets 101; Executive Director Roundtables; Board Development and more.*
- e. The organization has the financial and operational capacity to undertake the proposed program.
 - ~~i. The organization can support the additional debt (if any) created by the program.~~
 - 1. *There will be no debt because grants that will be received will cover costs.*
 - ii. The organization has qualified staff that can undertake the program.
 - 1. *The Executive Director, PJ Davis, has a Master's Degree in Organizational Leaders and is a Certified National ROMA Master Trainer with the National Peer to Peer Training Program (NPtP) with the Community Action Association of Pennsylvania.*
 - iii. The organization has access to reliable, qualified vendors and service providers.
 - 1. *CAP Solano has a newly renovated classroom/meeting room designed to accommodate instruction for up to 30 adults. The room allows for a great learning experience and includes classroom tables and chairs, flip charts, projector and other instructional tools. The facility is conveniently located for client participation from all seven cities and has ample parking on site at no cost.*

3. FINANCIAL FEASIBILITY

- a. Program cost
 - i. The program is affordable to the organization, and the projected cost is appropriate to the concept.
 - 1. *The project is fairly low-cost and provides 20 individuals without jobs the opportunity to develop skills.*
 - ii. The operator or staff providing the cost estimates is qualified and experienced with employment training programs.
- b. Funding sources
 - i. There are enough sources of funding for the uses.
 - 1. *By partnering with many different other organizations, the organization has acquired adequate funding.*
 - ii. The organization has endeavored to secure all available competitive and noncompetitive funding sources for which the program qualifies.
 - iii. The actual disbursement of each source is timely and in sync with the needs of the program.
 - 1. *The program will be phased to utilize funding effectively. First, the organization will offer classes in Fairfield, and then expand to other cities in Solano County.*
 - iv. The organization is aware of the compliance implications of each source.
- c. Cash flow
 - ~~i. The program produces enough cash flow to support the proposed debt structure (if any).~~
 - 1. *There will be no debt to fund the program.*
 - ii. If the program is low-cost or free, it is subsidized enough to sustain itself beyond the first year.
 - 1. *There are enough sources to sustain the program.*

Level 2: Operating Considerations

These criteria are essential for a successful, operating employment training program.

2. MARKET BARRIERS

- a. The organization understands why past programs have not worked and instead addresses prior issues in innovative and alternative ways.
 - i. *The organization will follow its previous formulas for success in these classes.*

3. DEVELOPMENT TEAM & PARTNERSHIPS

- a. The organization has assembled the best team for the program, including vendors, employees, trainers, outreach coordinators, and management staff.
 - i. *The team consists of the entire staff at CAP Solano, Catherine Marshal (consultant with Cal/Neva), Housing Departments of City of Fairfield and City of Suisun, property owners in Fairfield and Suisun, and two Board members from CAP Solano's Board of Directors.*
 - ii. *Program participants will be referred from the Case Management Programs of partner agencies, so all participants will be actively participating in case management during our training.*
- b. If the organization is lacking in any area (financial, experience), it has partnered with another entity to operate the program.
 - i. *The organization has partnered with the City of Fairfield Housing Authority and the City Suisun Housing Authority specifically for Community Services Block Grant funding.*
 - ii. *In late 2011, the organization partners with Jean Price, an independent owner/operator of affordable housing in two cities, and Lorene Soto, the Community Director for Mission Terracina (FPI Management) which has several large apartment complexes in several cities and other states. Both partners have offered to be mentors to graduates of the program and place them in an Internship Shadowing Project, with the possibility of employment or a recommendation for employment.*
- c. The program is supported by public sector, private sector, and community partners.
 - i. *CAP Solano partners with delegate Community Services Block Grant agencies: Catholic Social Services, Dixon Family Services, Interfaith Council of Solano County, Vacaville Social Services, and Youth & Family Services. Other partners include Workforce Investment Board, Solano Employment Connections, and Continuum of Care and Provider Group of Solano County.*
- d. Through an open dialogue with the community, the organization has sought and incorporated community participation in the program
 - i. *CAP Solano will hold a focus group of 8-10 property owners on October 20, 2011 to engage them in the process of determining the challenges of hiring qualified resident managers. Property owners will be asked about the qualities they look for in hiring managers, their current training method for new resident managers, and reasons for firing new hires within the first 90-days. Their opinion of the program's curriculum will also be sought.*

4. SITE CHARACTERISTICS

- a. The area that is served by the program makes sense.
 - i. *The area makes sense for the program because of the unemployment issue in the county.*
- b. The offices and training sites of the program are located near or adjacent to transit.
 - i. *Bus stops are located near the classroom.*

5. PROGRAM DESIGN & OPERATION

- a. The program is run in the appropriate language(s) for the clientele in the area.
 - i. *There is a large Spanish-speaking population and therefore Spanish is available to participants.*
- b. The program is culturally appropriate to the clientele in the area.
- c. The program is tailored to the specific geography of the clientele in the area.
 - i. *The program focuses on the entire County of Solano. By seeking the input of property owners in the entire County, the curriculum is tailored to the specific geography of Solano County.*
- d. The program teaches skills that prepare participants for employment.
 - i. The program teaches basic life skills.
 1. *Basic life skills are taught by partner agencies during their case management sessions.*
 - ii. The program teaches occupational skills.
 1. *The program provides a clear basic understanding of what is required of a resident apartment manager, with occupational skills based on those of the California Property Management Institute. The training also covers basic skills of management and leadership.*
 - iii. The program provides job readiness.
 1. *The program prepares participants to apply for and obtain a job as a resident apartment manager.*
 - iv. The program teaches skills that are in demand by local employers.
 1. *These skills are in demand by owners of low-income apartment properties in Solano County. The side benefit of this training is that it can travel with the participant to any low-income apartment complex in California and perhaps other states. The basics are needed regardless of where the apartment is located.*
- e. The program places graduates of the program into employment.

The program does not place students into employment. Two recent partners of the program have offered to mentor graduates of the program and place them in an Internship Shadowing Project, with the possibility of employment or a recommendation for employment.

 - i. Jobs provide a living wage.
 1. *Jobs include housing - reduced or no cost rent - and a stipend.*
 - ii. Jobs are for local hires.
 - iii. Jobs are for low and moderate income individuals.
 - iv. Jobs provide life skills.
 - v. Jobs provide health benefits.
 1. *The provision of health benefits may vary with each building and property owner.*
 - vi. Jobs have potential for upward mobility.

Level 3: From Feasible to Exemplary

These criteria elevate an employment training program to an exemplary program.

1. FUNDING & FUNDING REQUIREMENTS

- a. The program uses a funding program or funding source that is new and innovative.
 - i. *The organization partnered with other organization to qualify for a broader base of grants.*

- b. Each funding source was heavily leveraged to gain further resources.
- c. Certain features of the program were adapted to capture funding, but the program was not completely changed in order to capture one particular funding source.
- d. There are multiple stakeholders providing funding, and this mix of funding sources maximizes the feasibility of the program.
- e. The program exceeds minimum standards required by funding sources.
 - i. There is deeper low and moderate income targeting than required by funding sources.
 - 1. *The program meets or exceeds standards of the California Department of Community Services and Development CAP Solano just completed its self-study, Pathways to Excellence, and is in the process of moving from mere compliance to excellence.*

2. FUTURE PROJECTS

- a. The program strengthens the position (financial, political, capacity, experience) of the organization.
 - i. *The organization will gain a better reputation for job creation.*
- b. Through the program, the reputation of the organization was enhanced. Issues that the staff faced were dealt with in a diplomatic manner, enabling future programs.
 - i. *The organization will establish itself as a viable source for job and skills training in Solano County.*
- c. The success of the program will enable future funding on other programs.
 - i. *If this proves to be a successful venture for training low-income clients, CAP Solano will move into additional employment areas with management/leadership focus.*
- d. The community is happy with the program and will participate in more/similar programs in the future.
- e. The community is more knowledgeable about employment training programs.
 - i. *The organization has extended its hand to the community and sent out letters to applicants.*

3. ENVIRONMENTAL IMPACT

- a. ~~The program has less environmental impact than traditional programs during operation.~~
 - i. *There is no environmental impact.*
- b. The program provides green job training.
 - i. *There is no green job training at this time, but AP Solano does have a full curriculum for doing so and may do so in the future.*

4. ECONOMIC IMPACT

- a. The program attracts new businesses to the area.
 - i. *If the low-income apartments gain a solid reputation for good management, new complexes may be built in Solano County.*
- b. The program helps retain existing businesses.
 - i. *If the low-income apartments are well managed they will remain in Solano County.*
- c. The program improves matching of employees with employers.
 - i. *The organization will work specifically with property owners to match graduates for an internship with specific apartment buildings.*
- d. The program encourages development, redevelopment, and investment.

- i. If the current low-income apartment complexes demonstrate improvement in their management, others will be encouraged to develop new complexes or invest in redevelopment of existing properties.*

5. COMPREHENSIVENESS

- a. The organization provides or connects to other programs that provide multiple services e.g. social services.
 - i. The partner organizations offer other services that the clients can take advantage of.*

6. DIVERSITY

- a. The program serves a mixed income clientele.
 - i. The project serves low-income and no-income clientele.*
- b. The program encourages mixed age, gender, ethnic, etc. participation.
 - i. The program encourages all low-income persons regardless of age, gender, ethnicity, etc.*
- c. The program supports minority businesses.
 - i. The program does not support minority businesses.*

7. PUBLIC BENEFITS

- a. The program provides job training that is needed in the neighborhood but is currently lacking.
 - i. The community needs job training for opportunities not currently utilized by the population.*
- b. The program provides a skilled labor market for local employers.
 - i. The program improves the current labor force to become qualified for local positions.*
- c. The program results in other positive social impacts.
 - i. The project provides opportunities to learn skills that are applicable for various jobs.*

8. EVALUATION

- a. The organization reevaluates the program periodically and adapts to the changing needs of the community.
 - i. The program will be evaluated once it is begun. The plan is to follow-up with not only the graduates, but also with the property owners. The organization is strategizing the follow-up process to include measurable outcomes.*
- b. The organization edits the curriculum and materials as necessary.
 - i. The organization has developed the curriculum and will edit on a regular basis to stay current and essential.*
- c. The program tests whether skills are really gained, not just taught.
 - i. There are tests throughout the sessions with a final test at the end for graduation.*

9. LONGITUDINAL DATA

- a. The program tracks financial indicators of its participants (e.g. # of participants who have gone on to open savings accounts).
 - i. The organization will track indicators once the program is begun. The organization will work directly with the case managers of the participating agencies and will do extensive follow-up with the graduates.*
- b. The program track job retention/employment status after completion of the program.
 - i. The organization intends to track graduates up to two years or more. The organization wants to see not only if they are still employed, but also if they*

have moved up in their career paths. There are several opportunities for further training and graduates will be encouraged to pursue them.

10. REPLICABLE/SCALABLE

- a. This program can be replicated in other communities, regions, and/or states
 - i. *CAP Solano intends to roll out a replicated model for other Community Action Agencies so they can move into this same industry.*
 - ii. *The project is fairly low-cost and provides 20 individuals without jobs the opportunity to develop skills.*

California Community Economic Development Exemplary Practices Project