

A Public Records Access request has been submitted.

Request By: Terrence McDonald

Signature: Terrence McDonald

Request date: 10/05/2016

Address: 234 Prospect Ave, North Arlington, NJ 07031

Email: tmcdonald@jjournal.com

Phone number: 201-273-0492

Personal  
Information  
Request: NO

-All reports submitted since 2013 by the Urban League of Hudson County regarding job training grant approved by Port Authority commissioners on 2/6/13

Records seeking: -Signed agreement between the Port Authority and the Urban League of Hudson County regarding the job training grant

THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY PRA #17434  
PUBLIC RECORD ACCESS FORM

Action by (print / type name):

Danny Ng, Freedom of Information Administrator

Signature:



Date:

11/21/2016

On behalf of the Secretary of the Port Authority, as Records Access Officer and Custodian of Government Records of the Port Authority.

The requested records are being made available.

Any responsive records that may exist are currently in storage or archived, and a diligent search is being conducted. The Port Authority will respond by:

A diligent search has been conducted, and no records responsive to your request have been located.

The requested records that have been located are not being made available, as they are exempt from disclosure for the following specific reasons:

Some requested records that have been located are being made available. The remainder are exempt from disclosure for the following specific reasons:

The request does not reasonably describe or identify specific records; therefore, the Port Authority is unable to search for and locate responsive records. Please consider submitting a new request that describes or identifies the specific records requested with particularity and detail.

Other:

Material responsive to your request can be found on the Port Authority's website at <http://corpinfo.panynj.gov/documents/17434-C/>. Paper copies of the available records are available upon request.

This form is promulgated by the Port Authority pursuant to the Port Authority Public Records Access Policy and is intended to be construed consistent with the New York Freedom of Information Law and the New Jersey Open Public Records Act. It is intended to facilitate requests for Port Authority public records and does not constitute legal advice.

## **NEW YORK CONSTRUCTION PRE-APPRENTICESHIP TRAINING PROGRAM – PARTICIPATION AGREEMENTS**

It was recommended that the Board authorize the Executive Director to enter into: (1) an agreement to extend the Port Authority's participation in The Edward J. Malloy Initiative for Construction Skills (Construction Skills, formerly known as Construction Skills 2000) with the Building and Construction Trades Council of Greater New York (BCTC), the Building Trades Employers Association of New York City (BTEA), the Department of Education of the City of New York and The Edward J. Malloy Initiative for Construction Skills, Inc. (Construction Skills, Inc.), a non-profit corporation of the State of New York, for a three-year period, from March 2013 through February 2016; and (2) an agreement with Construction Skills, Inc. for the Port Authority to contribute up to \$100,000 per year for a corresponding period of three years in connection with the Construction Skills program.

Since 1995, the Port Authority has participated in the development of pre-apprenticeship programs in both New York and New Jersey. Construction Skills was established by the BCTC and BTEA to address training and employment issues for the future workforce of New York City's building and construction industry. Construction Skills, Inc. administers a preparatory training course for high school students in their senior year, under which, if they complete the course successfully and receive their diploma, participating students receive preferred access to apprenticeship programs in the building and construction industry. Since its inception in 2001, Construction Skills, Inc. has placed 1,371 of its participants into BCTC affiliate apprenticeship programs. Eighty percent of those placed have remained active apprentices and journeypersons. Over the past three years alone, approximately 266 students have successfully completed the program, of whom 181 have been placed into BCTC affiliate apprenticeship programs. The program reaches out to a diverse population of students from the five boroughs of New York City.

Construction Skills, Inc. also arranges summer construction internships with private firms and public agencies for the high school seniors and coordinates their placement into participating apprenticeship programs. As participants in the Construction Skills program, various unions have agreed to reserve a percentage of openings in each of their apprenticeship programs for Construction Skills graduates.

The Port Authority's continued participation in Construction Skills would achieve several important workforce objectives, including: expanding the pool of minority and female apprenticeships from which Port Authority contractors may draw to help them attain Port Authority contractual workforce goals; increasing the availability of skilled construction apprenticeship positions in future years for graduates of New York City high schools; and supporting programs that are designed to make institutional changes in the way the skilled trades select candidates for their apprenticeship programs.

Pursuant to the proposed agreement, the Port Authority would continue its policy of requiring that its contractors and subcontractors working on New York construction projects with a cost in excess of \$1 million participate in an apprenticeship program registered with the New York State Department of Labor.

Pursuant to the foregoing report, the Board adopted the following resolution, with Commissioners Bagger, Holmes, Moerdler, Rechler, Rosado, Rubin, Samson, Schuber and Steiner voting in favor; Commissioner Pocino recused and did not participate in the consideration of, or vote on, this item. General Counsel confirmed that sufficient affirmative votes were cast for the action to be taken, a quorum of the Board being present.

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to: (1) enter into an agreement to extend the Port Authority's participation in The Edward J. Malloy Initiative for Construction Skills (Construction Skills, formerly known as Construction Skills 2000) with the Building and Construction Trades Council of Greater New York, the Building Trades Employers Association of New York City, the Department of Education of the City of New York and The Edward J. Malloy Initiative for Construction Skills, Inc. (Construction Skills, Inc.), a non-profit corporation of the State of New York, for a three-year period, from March 2013 through February 2016; and (2) enter into an agreement with Construction Skills, Inc. for the Port Authority to contribute up to \$100,000 per year for a corresponding period of three years in connection with the Construction Skills program; and it is further

**RESOLVED**, that the form of all agreements in connection with the foregoing shall be subject to the approval of General Counsel or his authorized representative.

**AGREEMENT BETWEEN THE PORT AUTHORITY AND THE URBAN LEAGUE OF  
HUDSON COUNTY, INC.**

THIS AGREEMENT, made as of the 20<sup>th</sup> day of May, 2013, between THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY, a body corporate and politic created by Compact between the States of New York and New Jersey with the consent of the Congress of the United States, having its principal office at 225 Park Avenue South, New York, New York 10003 (hereinafter referred to as the "Port Authority") and the URBAN LEAGUE OF HUDSON COUNTY, INC., a not-for-profit corporation of the State of New Jersey having its principal office at 253 Martin Luther King Jr. Drive, Jersey City, New Jersey 07305 (hereinafter referred to as the "ULOHC");

**WITNESSETH:**

WHEREAS, the ULOHC administers a Civil Construction Worker Training and Entrepreneurial Development Center (the "Center"), which develops and delivers construction pre-apprenticeship training programs and business and technical services to residents and small, minority and women business owners in Hudson County, New Jersey; and

WHEREAS, to help ensure the availability of a skilled and diverse workforce to support major civil construction activity in the New York-New Jersey region, the ULOHC, through the Center, will develop and execute a civil construction worker pre-apprenticeship training program that will include recruitment and development, support services and resources, job retention and readiness training, as well as a civil engineering mentoring program that will link participants with union apprenticeship opportunities; and

WHEREAS, the ULOHC also will develop an entrepreneurial development component of the Center's program, which will provide minority, women, small and disadvantaged business owners with capacity-building training, including training in the latest business and project management applications and techniques, as well as mentoring from major construction industry representatives; and

WHEREAS, the Port Authority's support of the ULOHC's Center will address several important objectives, including: (1) preparing Hudson County residents for construction-related employment opportunities; (2) increasing the pool of minority and female workers from which contractors and public agencies can draw in order to meet Port Authority minority and women workforce goals; and (3) preparing Hudson County minority and women business owners for work on regional civil construction projects; and

WHEREAS, the timing of the Center's program coincides with upcoming major Port Authority capital projects scheduled to take place in Hudson County, including bridge and tunnel replacement and rehabilitation work, like the Lincoln Tunnel Access Program and the Lincoln Tunnel Helix rehabilitation; and

WHEREAS, at its meeting on February 6, 2013, the Board of Commissioners of the Port Authority authorized the Executive Director of the Port Authority to enter into an agreement with the ULOHC pursuant to which the Port Authority will provide the ULOHC with \$1.5 million over a three-year period for the development and delivery of construction pre-apprenticeship training programs for workers and business and technical services for small, minority, women and disadvantaged business owners, through the Center; and

WHEREAS, the Port Authority has agreed, pursuant to the above-mentioned authorization and under the terms of this Agreement, to provide the ULOHC with up to \$500,000 annually for a three-year period toward the ULOHC's costs to administer the training programs provided through the Center,

NOW, therefore, the Port Authority and the ULOHC hereby agree as follows:

#### SECTION A – PAYMENTS BY THE PORT AUTHORITY

The Port Authority shall provide the ULOHC with up to \$500,000 per year for a three-year period, commencing on May 1, 2013 and expiring on April 30, 2016, toward the ULOHC's costs to operate and administer the construction pre-apprenticeship training programs and business and technical services provided by the ULOHC through the Center.

Within 30 days after this Agreement has been executed by both parties, the Port Authority shall provide the ULOHC with an initial payment of \$125,000 toward the cost of administering the construction pre-apprenticeship training programs and business and technical services provided by the ULOHC through the Center. Thereafter, the ULOHC shall render an invoice quarterly, beginning on or around August 1, 2013 and continuing on or around November 1, February 1, May 1 and August 1 of each respective year during the three-year term of this Agreement, for an amount of up to \$125,000, to the Port Authority's Director, Office of Business Diversity and Civil Rights. The Port Authority shall, within approximately 30 days after its receipt of such invoice, provide the ULOHC with the amount invoiced.

#### SECTION B – USE OF FUNDS

The ULOHC shall use the funds to be provided by the Port Authority pursuant to this Agreement solely toward the cost of operating and administering the construction pre-apprenticeship training programs and business and technical services provided by the ULOHC through the Center. The funds provided by the Port Authority shall be used to pay the ULOHC's costs in connections with the classes of expenditures listed in the ULOHC's Proposed Budget for Training for a Three-Year Period Ended 12/31/2015 (the "Budget"), and shall be in accordance with the amounts set forth in the Budget. A copy of the Budget is attached hereto as Exhibit A and incorporated as part of this Agreement.

### SECTION C – TERM OF AGREEMENT

The term of this Agreement shall be for a period of three years, commencing on May 1, 2013 and expiring on April 30, 2016.

### SECTION D – TERMINATION OF AGREEMENT

Upon 60 days' written notice to the other party, each party shall have the right to terminate this Agreement as to any funds not yet budgeted, committed or expended by the ULOHC in connection with the Center as of the date of such termination. Termination shall be effectuated by certified letter sent to the other party at the address set forth below in Section O hereof. Upon termination of this Agreement, the ULOHC shall immediately transfer any unspent funds held by it under this Agreement to the Port Authority.

### SECTION E – REPORTING REQUIREMENTS AND MAINTENANCE OF RECORDS

The ULOHC must provide the Port Authority with detailed quarterly reports concerning the Center and its operations, which shall include the following information: progress in development of curriculum and training modules; recruitment efforts; training sessions held and participation levels; number of candidates and business owners graduating from the programs; placement of training program graduates in union apprenticeship programs or related construction industry positions; participation of business owner program graduates in Hudson County public works projects; efforts to recruit additional private and public sector partners in the Center's programs; and goals, objectives and milestones met during such quarterly period. Each quarterly report must be submitted by the fifteenth day of the first month of the following quarterly period.

The ULOHC shall maintain records of all expenditures of funds provided by the Port Authority under this Agreement, in such a manner as shall permit effective auditing of such expenditures and funds by the Port Authority. The Port Authority shall have the right to inspect ULOHC records pertaining to the Center and the funds provided under this Agreement, and such records shall be maintained by the ULOHC for a period of at least three years after the expiration or termination of this Agreement.

### SECTION F - NO PERSONAL LIABILITY

No Commissioner, director, officer, agent or employee of the Port Authority or the ULOHC shall be charged personally with any liability or held liable under any term or provision of this Agreement, or because of its execution or attempted execution, or because of any breach or alleged breach hereof.

### SECTION G – LIABILITY

As between the Port Authority and the ULOHC, the ULOHC shall be responsible for defending itself, at its own expense, against any and all suits, claims, losses, demands or damages of its employees, agents or contractors, in connection with the performance of the

obligations assumed by the ULOHC pursuant to this Agreement. The ULOHC hereby releases the Port Authority from any and all liabilities, claims, lawsuits, losses, costs, expenses and demands of any kind or nature whatsoever, arising under state and/or federal law, out of or in connection with the ULOHC's performance of the obligations assumed by ULOHC pursuant to this Agreement, including, but not limited to, the administration and operation of the Center.

#### SECTION H – MISCELLANEOUS

1. The ULOHC shall not issue, or permit to be issued, any press release, advertisement, or literature of any kind which refers to the Port Authority unless the ULOHC first obtains the written approval of the Port Authority. Such approval may be withheld if for any reason the Port Authority believes that the publication of such information would be harmful to the public interest or is in any way undesirable.
2. The parties shall promptly and fully inform each other of any patents, patent disputes, copyright, trademark, trade secret and other intellectual property rights, disputes or infringements, whether existing or potential, of which the parties have knowledge, relating to any ideas, designs, methods, materials, equipment or other matter related to the subject matter of this Agreement.
3. The ULOHC represents and warrants that, in the performance of its obligations under this Agreement, it will comply with all applicable laws, rules and regulations, and it will, to the best of its ability, perform the services called for under this Agreement. The ULOHC further represents and warrants that no restriction exists on its right to enter into this Agreement, either by virtue of its obligation to any other funding sources or for any other reason whatsoever.
4. No payments, approval, failure to approve or make payment, or other act or omission to act, on the part of the Port Authority shall preclude it from subsequently asserting that any payment, approval or act on its part was incorrect and requesting an adjustment to remedy same or seeking all remedies allowed by law.

#### SECTION I – WAIVER

No waiver of any terms or conditions of this Agreement shall be effective unless in writing and signed by an authorized officer of the party agreeing to such waiver. The failure of any party to enforce any of its rights under this Agreement shall not constitute a waiver thereof.

#### SECTION J – ASSIGNMENT: NO THIRD-PARTY RIGHTS

This Agreement may not be assigned by either party without the written consent of the other. No third-party rights are intended to be created under this Agreement.

#### SECTION K – ENTIRE AGREEMENT

The entire agreement between the parties is contained herein, and no change in or modification, termination or discharge of this Agreement in any form whatsoever shall be valid or enforceable unless it is in writing and signed by both parties; provided, however, that termination in the manner herein before expressly provided shall be effective as so provided.

**SECTION L – CHOICE OF LAW**

This Agreement shall be governed by and construed in accordance with the laws of the State of New Jersey, without reference to choice of law principles.

**SECTION M – LEGAL CONSTRUCTION**

If any provision of this Agreement shall be such as to destroy its mutuality or to render it invalid or illegal, then, if it shall not appear to have been so material that without it this Agreement would not have been made by the parties, it shall not be deemed to form a part hereof, but the balance of this Agreement shall remain in full force and effect.

**SECTION N – HEADINGS**

The headings in this Agreement are for reference only and do not constitute part of the substance of the Agreement.

**SECTION O – NOTIFICATIONS UNDER AGREEMENT**

All notices required under this Agreement shall be made in writing to the following addresses, unless a change of representative or address is provided in writing:

**If to ULOHC:**

Elnora Watson  
President and CEO  
Urban League of Hudson County  
253 Martin Luther King Drive  
Jersey City, NJ 07305

**If to the Port Authority:**

Lash Green  
Director  
Office of Business Diversity and Civil Rights  
233 Park Avenue South, 4<sup>th</sup> Floor  
New York, NY 10003

**SECTION P – RESOLUTION OF DISPUTES**

All disagreements under this Agreement shall be submitted to the Executive Director of the Port Authority and the President and CEO of the ULOHC for their review and decision, which decision shall be binding upon the parties. In the event that the Executive Director of the Port Authority and the President and CEO of the ULOHC shall disagree, then either party may seek all legal or equitable remedies in the Superior Court of New Jersey to the extent permitted by law.

This Agreement shall not become binding on either party until it has been fully executed by each.

IN WITNESS WHEREOF, the parties have caused this Agreement to be signed by their authorized officers as of the day and year below written.

ATTEST:

THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY

*Kevin Eastman* By: *Pat Foye*  
Secretary

Patrick J. Foye  
Executive Director

DATE: 5/20/13

ATTEST:

URBAN LEAGUE OF HUDSON COUNTY, INC.

*Millmar*

By: *Elnora Watson*

Elnora Watson  
President and Chief Executive Officer

DATE: 5-15-2013

**EXHIBIT A**

**URBAN LEAGUE OF HUDSON COUNTY, INC  
PROPOSED BUDGET FOR TRAINING  
FOR A THREE YEAR PERIOD ENDED 12/31/2015**

<b>SOURCES OF FUNDS</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>TOTAL</b>
PORT AUTHORITY OF NY/NJ	\$500,000	\$500,000	\$500,000	\$1,500,000
OTHERS*	\$250,000	\$250,000	\$250,000	\$ 750,000
<b>TOTAL INCOME</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$2,250,000</b>

<b>PROGRAM EXPENSES</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>TOTAL</b>
<b>PERSONNEL</b>				
PROGRAM DIRECTOR	\$ 35,000	\$ 70,000	\$ 70,000	\$ 175,000
INSTUCTORS	\$ 45,000	\$132,500	\$132,500	\$ 310,000
ADM. SUPPORT STAFF	\$ 50,000	\$ 80,000	\$115,000	\$ 255,000
<b>BENEFITS</b>	<b>\$ 39,000</b>	<b>\$ 87,750</b>	<b>\$ 95,250</b>	<b>\$ 222,000</b>
<b>TOTAL PERSONNEL</b>	<b>\$169,000</b>	<b>\$380,250</b>	<b>\$412,750</b>	<b>\$ 962,000</b>
<b>CONSULTANTS</b>				
PROGRAM/CURRICULUM DESIGNER	\$ 80,000	\$ -	\$ -	\$ 80,000
BUS. DEVELOPMENT/GOV. CONSULTANTS	\$150,000	\$120,000	\$120,000	\$ 390,000
<b>GRAND TOTAL PROGRAM EXPENSES</b>	<b>\$230,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$ 470,000</b>

<b>OCCUPANCY</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>TOTAL</b>
LEASE/BUY	\$ 72,000	\$144,000	\$144,000	\$ 360,000
UTILITIES	\$ 5,000	\$ 12,000	\$ 12,000	\$ 29,000
INSURANCE	\$ 6,000	\$ 12,000	\$ 12,000	\$ 30,000
CLEANING & MAINTENANCE	\$ 5,000	\$ 10,000	\$ 10,000	\$ 25,000
SECURITY	\$ 3,000	\$ 6,000	\$ 6,000	\$ 15,000
<b>TOTAL</b>	<b>\$ 91,000</b>	<b>\$184,000</b>	<b>\$184,000</b>	<b>\$ 459,000</b>

<b>MATERIALS &amp; SUPPLIES</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>TOTAL</b>
GENERAL OFFICE SUPPLES	\$ 10,000	\$ 8,000	\$ 8,000	\$ 26,000
CONSUMABLE SUPPLES	\$ 7,000	\$ 6,000	\$ 6,000	\$ 19,000
<b>TOTAL</b>	<b>\$ 17,000</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>	<b>\$ 45,000</b>

CAPITAL ASSETS	YEAR 1	YEAR 2	YEAR 3	TOTAL
VANS - 2	\$ 60,000	\$ -	\$ -	\$ 60,000
COMPUTERS - 30	\$ 26,000	\$ -	\$ -	\$ 26,000
EQUIPMENT/TOOLS	\$120,000	\$ 33,500	\$ -	\$ 153,500
BOOKS & TRAINING MATERIALS	\$ 28,000	\$ -	\$ -	\$ 28,000
TOTAL	\$234,000	\$ 33,500	\$ -	\$ 267,500

OTHER COST	YEAR 1	YEAR 2	YEAR 3	TOTAL
COMMUNICATIONS INTERNET	\$4,000	\$ 6,000	\$ 6,000	\$ 16,000
INSURANCE -VEHICLES, ETC	\$2,000	\$ 5,000	\$ 5,000	\$ 12,000
PRINTING & REPRODUCTION	\$1,000	\$ 2,000	\$ 2,000	\$ 5,000
VEHICLES MAINT./GAS, TOLLS	\$1,000	\$ 3,250	\$ 3,250	\$ 7,500
MISC. EXPENSE	\$1,000	\$ 2,000	\$ 3,000	\$ 6,000
TOTAL	\$9,000	\$ 18,250	\$ 19,250	\$ 46,500

GRAND TOTAL

\$750,000	\$750,000	\$750,000	\$2,250,000
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**URBAN LEAGUE**  
OF HUDSON COUNTY

*Empowering Communities.  
Changing Lives.*

Robert Kociolek, Board Chairperson  
Elnora Watson, President /CEO

September 8, 2014

Dear Mr. Green,

As per our agreement with the Port Authority of New York and New Jersey, this provides a quarterly assessment of where the Urban League of Hudson County (ULOHC) currently stands regarding the development of its Civil Construction Pre-Apprenticeship Program (CCPP) and Entrepreneurial Development Center (EDC). The administrative progress of the program includes several milestones:

- The ULOHC can now attest to the effectiveness of its “full circle compliance” strategy.
- The Civil Construction Pre-Apprenticeship Program has certified five NCCER approved graduates.
- The Civil Construction Pre-Apprenticeship Program has successfully helped one candidate enter the Laborers Union (Local #3).

In working to include workers in the unions we continue to persevere despite several attempts to meet with union representatives. We have remained in contact with KWM contacts Anne Caprari and Colin McKernan in alternative efforts to include former union and non-working union craftspeople. We continue to improve relations with other partners, in preparing what we believe to be the next step in meeting compliance obligations for projects of this magnitude. The Urban League of Hudson County remains committed to our discussed goals. We wish to invite you to the Urban League in September so you may see our potential. Let’s talk soon, so we may meet and continue our momentum forward.

Sincerely,

Ms. Elnora Watson  
CEO Urban League of Hudson County



Per our agreement the following milestones continue to confirm or to move past our expectations:

**...the construction pre-apprenticeship training program...**

As we continue to instill confidence in the community that training opportunities result in real jobs, attendance for the Civil Construction Pre-Apprenticeship has increased. When possible, ULOHC has pursued opportunities with City of Jersey City projects in pursuit of the stipulation in the agreement regarding *preparing business owners for work on regional construction projects*. The result has been increased confidence from developers, increased experience for ULOHC-trained contractors and laborers, and increased visibility for the Civil Construction Pre-Apprenticeship program.

Program interest remains high as both applicants and attendees for our program have regularly increased.

	Applicants	Avg. # Attendees	#OSHA-10 Training	OSHA-10 Certified
June	176 #	8		
July	203 #	9		
August	202 # *	12	15	+
Graduates				5
Unique Attendees	101			
Graduation Rate				20%

# does not represent unique visitors  
9-16-14

\*does not reflect a full month

+TBD: testing

Since the Laborers' Union is training for OSHA-30, we will retrain our OSHA-10 graduates to gain their OSHA-30 certification.

**.... linking participants with union apprenticeship opportunities.**

While the ULOHC is fully supportive of a mentoring program leading to union apprenticeships, the unions of northern New Jersey have not been very cooperative. Despite numerous attempts to meet, Pat Kellerher, President of the Building Trades Association, and representatives of Laborers' Local #3 have consistently been unavailable. Much of the opportunity to work directly with union officials of Northern New Jersey is still a work in progress. The State Labor Union last recruited apprentices in Jersey City in July 2014 and intend to recruit again in October.

ULOHC sent candidates to test for entry as soon as testing was made known. Many of our candidates were eliminated for not having a valid driver's license. (ULOHC has since learned the "valid" refers to non-expired.) Others were unable to commit to traveling to south Jersey for classes. Two candidates eventually made it into the apprenticeship. One was let go for tardiness. The other successfully completed union training and is now a card carrying member of the Laborer's Union Local #3. That candidate has completed training for the following certifications:

- OSHA-30
- Firewatch
- Scaffolding
- Blueprint Reading
- Pneumatic Drill
- Aerial and Scissor Lifts

“Old school” attempts to gain work site inclusion for non-working union members have been contested. Despite laborers being part of the union already, they were not welcomed at the “union” site.

Houston Stevens Compliance Officer for the New Jersey Economic Development Authority informed ULOHC of three sites that were non-complaint. Site one had a supervisor named John. Workers waited 45 minutes for John to show up to no avail. Supervisors at the second site informed us that laborers should report to the union hall. Workers at the third site also directed us to the union hall for further assistance.

Speaking with KWM, the suggestion was made that non-working union members might try to switch their books to union halls currently working on the project. Workers questioned the logic of such actions given that the new union hall would have no incentive to help unknown laborers over their familiar union associates. While attending the Goethals Bridge Partnership meeting, it was made known that the unions and KWM have a PLA that excludes non-union members. While this will not deter ULOHC activity, it does not demonstrate a mindset that is open to considerations of minority inclusion.

***Capacity building, training, business, project management and construction company mentoring ....***

Urban League of Hudson County is the capacity builder for several contractors in the Greenville area of Jersey City. Contractor capacity building in this context is closely related to proper compliance paperwork. Local contractors rely on the Urban League of Hudson County to help with bidding and estimating so they may compete with outside firms for larger jobs. This approach has assured pre-apprentices receive the experience necessary to work on larger construction jobs. Further mentorship would best be derived from interaction with construction companies working alongside our contractors on the actual project.

KWM has offered a seminar telling participants about union jobs and opportunities, however ULOHC does not believe this will be useful. Contractors and laborers have no need for pep talks or descriptions of what union work is like. Many of our contractors are former union workers themselves. All of our pre-apprentices are trained by former union workers. These participants want union access and a fair opportunity to work on any of the three multi-billion dollar projects currently happening. Any other interpretation of mentorship will be received as patronization. A union worker standard will be applied to the ULOHC civil construction pre-apprenticeship program to eliminate the perceived disparity in safety preparedness. We will also work to secure training space suitable for training pre-apprentices for the additional certifications cited in union apprenticeships.

***Preparing minority and female workers and minority and women business owners for civil construction projects...***

Preparation for regional civil construction projects has been centered on compliance. Focusing on compliance ULOHC has confirmed that each of its businesses meets Port Authority compliance standards including:

- Minority majority ownership stake of 51% or more (with a notarized transfer of ownership document when needed)
- WBE, MBE, DBE, SBE, EPA, FEIN designations
- Wage and Hour compliance following prevailing wage and Davis Beacon rules
- Copy of formation documents and financial statement.

Contractor entrepreneurs have increasingly turned to the Urban League of Hudson County to find out about enrollment on Port Authority vendor lists. We are working with additional contractors to create a more formidable, highly-trained workforce. As we confirm their compliance advances we will add them to our ranks.

Our vendor, Mike Ramdat of NAPA parts was told his bid was second beside a winning bidder that is having compliance difficulties. NAPA is awaiting Port Authority response regarding his bid. We have seen additional interest from other vendors, not necessarily related to civil construction: a window washing company, and a property management company. ULOHC will consult with Port Authority as to means for including these non-traditional entrepreneurs.

#### ***Next Steps***

Urban League is exploring all Port Authority suggested avenues to negotiate meaningful inclusion in the mega-projects surrounding Jersey City, NJ.

- We have attended all Port Authority meetings regarding the Goethals Bridge and Pulaski Skyway projects.
- We have networked with Port Authority partners and partners with complimentary goals, all of whom may add value to our programs;
  - District and Regional Directors for U.S. Dept. of Labor
  - Women's groups: NEW and Association of Women Construction Workers
  - NJ Institute for Social Justice.
  - New Jersey Economic Development Authority
  - Several colleges

Urban League has confirmed its program as applicable to growing a workforce that is fully compliant.

- We have tested a compliance theory that works.
- We have established compliant, professional, contractors.
- We have secured sufficient work history for contractor and laborer to show experience.

Urban League is increasing its dedication to its goals with further investment in our constituents.

- We are increasing our training to match the accelerated certifications of union laborer apprentices.
- We are committing to increasing our safety training to OSHA-30
- We are teaching NCCER-approved carpentry classes.
- We are recommending students enroll in a professional paint training class.

We are seeking a facility which will accommodate increased class size and training goal



**URBAN LEAGUE**  
OF HUDSON COUNTY

*Empowering Communities.  
Changing Lives.*

Robert Kociolek, Board Chairperson  
Elnora Watson, President / CEO

**VENDOR # 177114**

April 9, 2014

**INVOICE # 0003**

The Port Authority of New York and New Jersey  
225 Park Avenue South  
New York, New York 10003

Urban League of Hudson County, Inc.  
253 Martin Luther King Drive  
Jersey City, NJ 07305

**AGREEMENT INFORMATION**

Three-Year Agreement Ceiling      \$1,500,000  
Agreement Period:    May 1, 2013 – April 30, 2016  
Starting Month: May  
Starting Year: 2013

***Detail of Payments from Port Authority of NY/NJ as at April 9, 2014:***

Initial Payment – First Quarter: Check # 1280249: P.O. # AD601-138	\$125,000.00
Second Payment – Second Quarter: Check # 1290847: P.O. # AD601-138	\$125,000.00
Third Payment – Third Quarter: Check #1300423: P.O. # AD601-138	\$125,000.00

**Billing For Fourth Quarter:**

Amount Requested for this quarter:

\$125,000.00

*4/7/14*

To Render Technical Services and Administer the Construction Pre-apprenticeship Training Programs and Business

**Agreement Balance as at April 9, 2014    \$1,125,000.00**

Please call Muhammad Umar, Chief Financial Officer at 201-451-8888 ext. 115 if you have any questions regarding this invoice.



**URBAN LEAGUE**  
OF HUDSON COUNTY

*Empowering Communities.  
Changing Lives.*

Robert Kociolek, Board Chairperson  
Elnora Watson, President /CEO

April 8, 2014

Dear Mr. Green,

This provides our quarterly assessment regarding the development of the Urban League of Hudson County Civil Construction Pre-Apprenticeship Program (CCPP) and the Civil Construction Entrepreneurial Development Center (EDC).

The Civil Construction Pre-Apprenticeship Program is continuing to make strides towards fully empowering the local workforce. The program has faced several challenges. As a result we have created a more comprehensive Civil Construction Pre-Apprenticeship Program. Additional training modules are creating a skilled and fully compliant pool of applicants.

We are seeing increased inquiries, applicants and participants for the CCPP. Local construction entrepreneurs are organizing their financials to align with and apply as Port Authority sub-contractors. We are garnering more contractor interest as we train their laborers in our new OSHA-10 safety training classes. All of these efforts are developing suitably compliant resources for Port Authority projects.

The Urban League of Hudson County remains committed to our planned goals and moves positively towards achieving them.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Elnora Watson'.

Ms. Elnora Watson  
CEO Urban League of Hudson County

## **The Candidates**

The initial class of ten completed its pre-apprenticeship requirements in Mid-February. Seven of them secured various positions in and out of construction, confirming a seventy percent (70%) employment rate. Five graduates are working locally and have been placed on the ULOHC list of qualified candidates. Three are completing their OSHA-10 certification. One of these candidates passed the Carpenters Union exam and Ironworkers exam, but was wait-listed for the Ironworker's union after his interview. More experienced candidates have been acquired via recruiting and are joining the Civil Construction Pre-Apprenticeship needing union test preparation, refresher courses, hands-on practice, and OSHA-10 certification.

## **The Entrepreneurs**

The Civil Construction Entrepreneurial Development Center (EDC) has found new relevance in the local contractor community. ULOHC has embarked on safety training directly related to new industry regulations which will increasingly affect small contractors. Contractors: *Masters Construction Group, Builders Corp., and Barnes Construction* have invested in having their financials properly aligned for Port Authority application. Local vendor, *NAPA Inc.* has also completed its application to the Port Authority minority vendor program.

## **The Revised Process**

The ULOHC recruitment process has been liberal and non-exclusive. Self-discipline has been the determining factor in filtering students. Students who are not academically inclined but still determined to pursue a craft specialty are given a slower timetable to learn new information and apply it to union testing purposes.

New priorities are being recognized for the successful pre-apprenticeship graduate. They will now be expected to satisfy the requirements of the National Center for Construction Education and Research (NCCER) certification, OSHA-10 certification, secure their driver's license and meet the rigors of any two union exams. Tutoring is available for carpenter, concrete, electrical, and plumbing exams. This will enable them to forge a path to union apprenticeships.

## **Intake Adjustments**

In January and February, closings due to bad weather, and national holidays were among the recent challenges for Civil Construction Pre-Apprenticeship retention. The Civil Construction Pre-Apprenticeship has been lengthened to 12 weeks to allow for all advantages: two weeks are provided for math fluency, six weeks for NCCER core curriculum knowledge; two weeks for hands-on tool use and safety training and two weeks for OSHA- 10 Safety Certification. Clients may test out of a section at any time.

## **Code of Conduct**

ULOHC sees great importance in providing structure, rules, and boundaries. With the influx of interested parties, the Code of Conduct needs additional stipulations to manage constituent

expectations. Program rules are being modified for new modules, greater numbers of participants, and revised industry standards. 3

### **Baseline (TABE) Testing**

Testing will be limited to completed modules: math reintroduction, core curriculum, hands on tool use and safety, and OSHA 10 certification. Limited resources, pressing time constraints, and a needless intimidation factor have steered program practices to these more revelatory assessments of students' ability.

### **Women Recruitment**

While the program has seen increased interest from female applicants, we are still investigating improved recruitment and retention techniques.

### **Re-Entry Participants**

An increasing number of applicants have a previous criminal record. Many are focused and cooperative with no less ability to understand and accomplish the work than the currently unemployed.

### **Revised Process – Phase II**

Phase I pre-apprentices were made capable of solving basic geometry, algebra, conversions, fractions, and calculations. ULOHC instruction has been supplemented. Phase II instruction goes beyond proficiency to application – using math to address real life construction situations. It is applied in the Core Curriculum and then demonstrated by the Instructor. Students come to understand these mock problems firsthand through a journeyman, union carpenter who is a welcome addition to the team. The program is working hard toward establishing a skills standard and readiness mentality beyond market expectation.

### **Site Visits**

Civil Construction site visits are offered to students who have completed the core curriculum and are therefore familiar with the safety expectations of being in the field. Supervised visitations provide insights into much of the class work and future work environment. Students visit local publicly funded sites as they complete their OSHA-10 certifications.

### **Accredited Sponsorship**

ULOHC has filed for accreditation under the rules of the National Center for Construction Education and Research (NCCER) and has filed the necessary paperwork for the recognition and certification of its own Master Trainer.

### **Schedule Revisions**

ULOHC presumed a traditional schedule for participants would work with morning classes continuing into early evening. Following constituents' lead, the program has instead established daytime and evening sessions.

### **Specialized Training**

ULOHC has discovered that its constituents are increasingly seeking improvements on their skills and aspirations for unions such as electrician, HVAC, plumber and ironworkers. The program has secured NCCER materials to help students on their chosen track. Also we have secured an experienced project manager to tutor for union exams in these specialties.

### **Marketing**

ULOHC uses social media and grass roots communications to generate interests and response. The predominance of communication is executed via Facebook, Twitter, and email blasts.

### **Entrepreneurial Development**

The ULOHC has been recruiting additional local contractors and enlightening them on the need for compliance, related advantages of Port Authority compliance, and the forthcoming OSHA compliance expansion beyond public works.

### **Advisory Board**

The ULOHC has recruited local officials familiar with the Construction industry to advise the Civil Construction Pre-Apprenticeship Program on best practices for worker development. These advisors include: *Jerry Balmir* a State Labor Union representative; *Keith Davis*, Deputy Director Jersey City Department of Employment & Training; *Ed Fowlkes*, a local developer and contractor; *Charles Mainor*, State Assemblyman, 31<sup>st</sup> district; *Raymond Myers*, Chief Code Official Jersey City, and *Mike Rizzoli*, Director of Public Works.

### **Assessment**

We will continue to evaluate the programs and participants in order to continually improve and drive CCPP and EDC towards success. At the end of the program, candidates will complete a participant evaluation critiquing the training received.

# ADDENDUM

## The Candidates

The following individuals were part of the original Pre-Apprenticeship class. Our goals at the time were to provide them with the information needed to pass a union exam and work on a construction site. Our initial understanding of best chances for success, necessitated teaching NCCER accredited techniques for construction and certifying them as OSHA-10 compliant. In our initial class, almost all students had some construction experience or training. Though completing the NCCER modules, these students did not receive official NCCER certification. After their 3-month time commitment, they opted to find whatever work available until securing a long term job on a Port Authority project.

NAME	WORKING	COMPLIANT	NOTES
Nija Balley	part-time	Y	Laborer, Barnes Construction
Ken Gourdine	part-time	Y	Warehouse worker
Richard Jenkins	part-time	Y	Laborer, Barnes Construction
Anthony Cavadi	part-time	Y	Laborer, Montero Construction
Louls Pacheco	part-time	N	HVAC, Ed Fowlkes Construction
Mark Highsmith	part-time	N	Warehouse worker
Andre Hagan	N/A	N	quit program
Barry Johnson	N/A	N	quit program
Shyreif Jones	N/A	Y	Left NJ for opportunity in GA
Ronald Terry	N/A	N	Left NJ for opportunity in GA

Please note after the loss of two of our original students, from a class of eight students, six were able to secure positions (over 70%). However, they have since been relegated to part time opportunities and are even more anxious to work for Port Authority sub-contractors. Those individuals who have OSHA-10 certifications are listed in the Port Authority Candidate roster (Attached).

ULOHC has developed its pre-apprenticeship program with compliance at the forefront. For our pre-apprentice candidates compliance requirements include: math ability sufficient to pass a union entrance exam, minority men and women, local New Jersey residency, NCCER-based familiarity with construction sciences and procedures, safety training for hand held tool and power tool use, and safety training for on-site compliance i.e. the OSHA-10 certification.

## The Advisory Board

The Advisory Board has been formed to help navigate ULOHC as we seek union support. Our advisors will use their influence and relationships to motivate union participation with the program. With the connections of the Advisory Board, ULOHC also hopes to be more successful in identifying union exam dates and have students prepared to take them. (Attached)

- Charles Mainor, State Assemblyman
- Raymond Meyers, Chief Code Official Jersey City
- Mike Rizzoli, Director Department of Public Works
- Kelth Davis, Deputy Director, Department of Employment & Training
- Jerry Balmir, State Labor Union Representative
- Ed Fowlkes, Local Developer/Contractor

# ADDENDUM

## The Entrepreneurial Program

The application process has been started by *Alliance Construction*, *Bee's Construction* and *NAPA Inc.* *Montero Development* is in the system re-applying. *Barnes Construction* and *Builders Corp* are finalizing their paper work and will be submitting materials shortly. ULOHC considered New Jersey statutes and compliance imperatives:

- Wage Compliance
  - Davis-Bacon (Federal Prevailing Wage)
  - NJ Prevailing Wage (State),
  - Fair Labors Standard Act
    - paid rate minimum and
    - reporting requirements (legal, count, stats)
- Workers Compensation (Insurance for all hires)
  - Independent
    - Identify as independent contractor
    - Work Independently with minimum supervision
    - Provide proof of workman's comp insurance coverage
    - If no coverage the sub-contractor will provide a rider for their workers for the term of work.
- OSHA safety per OSHA requirements is
  - OSHA-10 for workers and
  - OSHA-30 for management teams
- Management
  - Providing statistical data on the workforce

Our potential sub-contractors will be management compliant in record keeping, worker verification, statistical data, and injury and illness reporting. ULOHC sub-contractors are also vetted as being: DBE, MBE, SBE, and WBE compliant. Our approach seeks to raise the PA NY/NJ compliance levels by first providing compliant workers for Port Authority projects and then providing minority sub-contractors that will *additionally* improve PA NY/NJ compliance results.

# ADDENDUM

## PORT AUTHORITY CANDIDATE ROSTER

C = Completed Program;    S= Currently Studying;    E = Experienced

NAME	START DATE	FINISH DATE	MATH PREP.	CONSTRUCTION SCIENCES	HAND/POWER TOOL USE	FIELD SAFETY/ SITE SAFETY	OSHA-10 CERTIFIED
Richard Jenkins	11/12/13	2/10/14	C	E	E	C	C
Anthony Cavadi	11/12/13	2/10/14	C	E	E	C	C
Nija Bailey	11/12/13	2/10/14	C	E	E	C	C
Kenneth Gourdlne	11/12/13	2/10/14	C	E	E	C	C
Louis Pacheco	11/12/13	2/10/14	C	E	E	C	
James Winfield	11/26/13		C	S	S	C	C
Robert Davis	12/2/13		C	S	S	C	C
Devln Bowens	12/18/13		C	S	S	C	C
Kason Bailey	12/31/13	1/27/14	C	E	E	C	C
Derik Stevens	1/16/14		C	S	S	C	C
Temeka Adams	1/16/14		C	S	S	C	C
Ricardo Vonce	1/21/14		C	S	S	C	C
Daron Field	1/31/14		C	E	C	C	C
Nick Morgan	1/31/14		C	C	C	C	C
Romello Morgan	1/31/14		C	C	C	C	C
Adrian Martinez	3/7/14		C	C	C	C	C
Roderick Carlisle	3/7/14		C	E	E	E	C
Hackeim McCurdy	3/17/14		C	E	E	E	C

# ADDENDUM

## PORT AUTHORITY CANDIDATE ROSTER

C = Completed Program;    S= Currently Studying;    E = Experienced

NAME	Start Date	Finish Date	Math Prep.	Constructi on Sciences	Hand/ Power Tool Use	Field Safety/ Site Safety	OSHA-10 CERTIFI ED
Dyshawh Hines	2/18/14		C	S			
Johnnie Jordan	3/10/14		C	S			
Michael Cummings	3/13/14		C	S			
Devontae McRae	3/13/14		C	S			
Rahman Eddington	3/13/14		C	S			
Steven Halas	3/13/14		C	S			
Kenneth Nesbit	3/25/14		S				
Deric Duncan	3/26/14		S				
Jackson Leverette	4/9/14		S				
Agnes Neal	4/14/14		S				
John Jessie	4/14/14		S				
Cory Bell	4/14/14		S				
Eddie Santiago	4/14/14		S				
Antwan Alken	4/14/14		S				
Adrian Mason	4/14/14		S				
Joseph Walker	4/14/14		S				

# ADDENDUM

## ULOHC CIVIL CONSTRUCTION PRE-APPRENTICESHIP ADVISORY BOARD MEETING AGENDA February 11, 2014

### INTRODUCTION.....

Joe Cardwell, Civil Construction Pre-Apprenticeship Program Coordinator

- Attendees
- Meeting Purpose
- Meeting Goals

### OVERVIEW.....

Elnora Watson, President/CEO Urban League of Hudson County, Originator Civil Construction Pre-Apprenticeship Program

- Pre-Apprenticeship Origins,
- Program Development with Port Authority;
- ULOHC/Port Authority Agreements,
- ULOHC Goals

### PROJECT STATUS.....

Arnold Stovell, Civil Construction Pre-Apprenticeship Project Manager

- Program Development: 1<sup>st</sup> Q, 2<sup>nd</sup> Q, present
  - Accreditation
  - Program Certifications: NCCER, OSHA
  - Student Certifications: NCCER, OSHA, craft
- Executional Development
- Expected Outcomes/Needs

### PROGRAM INVOLVEMENT OPPORTUNITIES.....

Joe Cardwell, Civil Construction Pre-Apprenticeship Program Coordinator

- Advisory Board Explanation
- Advisory Board Contributions

Revised Schedule

Wk. 10	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am*	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL
10am	Intro to Construction Drawings	Basic Employability	Basic Employability	Basic Employability	Basic Employability
11am	Intro to Construction Drawings	Basic Employability	Basic Employability	Basic Employability	Basic Employability
Noon	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1pm	Communication Skills	Communication Skills	Communication Skills	Communication Skills	Communication Skills
2pm	Communication Skills	Communication Skills	Communication Skills	Communication Skills	Communication Skills
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL

Wk. 11	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am*	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL
10am	Basic Employability	Basic Employability	Basic Employability	Basic Employability	TESTING
11am	Safety Appreciation	Safety Appreciation	Safety Appreciation	Safety Appreciation	SURVEY
Noon	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1pm	Safety Appreciation				
2pm	Safety Appreciation				
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL

Wk. 12	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am*	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL
10am	Basic Employability	Basic Employability	Basic Employability	Basic Employability	TESTING
11am	Safety Appreciation	Safety Appreciation	Safety Appreciation	Safety Appreciation	SURVEY
Noon	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1pm	Safety Appreciation				
2pm	Safety Appreciation				

Revised Schedule

Wk. 4	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL
10am	Intro Construction Math	Intro Construction Math	Intro Construction Math	Intro Construction Math	Construction Drawings
11am	Safety Orientation	Safety Orientation	Safety Orientation	Safety Orientation	Construction Drawings
Noon	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1pm	Construction Drawings	Construction Drawings	Construction Drawings	Construction Drawings	TESTING
2pm	Construction Drawings	Construction Drawings	Construction Drawings	Construction Drawings	SURVEY
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL

Wk. 5	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL
10am	Intro Construction Math	Intro Construction Math	Intro Construction Math	Intro Construction Math	Construction Drawings
11am	Safety Orientation	Safety Orientation	Safety Orientation	Safety Orientation	Construction Drawings
Noon	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1pm	Construction Drawings	Construction Drawings	Construction Drawings	Construction Drawings	TESTING
2pm	Construction Drawings	Construction Drawings	Construction Drawings	Construction Drawings	SURVEY
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL

Wk. 6	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am*					TUTORIAL
10am	Field Safety	Field Safety	Field Safety	Field Safety	Intro Materials Handling
11am	Field Safety	Field Safety	Field Safety	Field Safety	TESTING
Noon	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1pm	Intro Materials Handling	Intro Materials Handling	Intro Materials Handling	Intro Materials Handling	GUEST SPEAKER
2pm	Field Safety	Field Safety	Field Safety	Field Safety	SURVEY
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL

## Murray, Robin

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Subject: ULOHC - Invoice and Report - April 9th

Ms. Watson:

We have received and reviewed your most recent invoice and report and would like some further clarification before we process for payment:

- Please clarify the first paragraph entitled "The Candidates". There are initially ten individuals who completed the pre-apprenticeship requirements. It is stated that they secured positions – please list the positions and the projects. Also there are five individuals working locally – are these five part of the ten total?
- We commend the formation of an advisory board for the program. Are there regular meetings with the board? If so, can you provide minutes to those meetings?
- Under the Entrepreneurial Program – please provide an update on the firms that have started the application process. Have they submitted certifications applications? It is not clear in the report.
- Please provide all schedule revisions for classes. No updated schedules were provided in the report.
- Besides the initial ten candidates listed above – How many more candidates are you bringing into the program and when does the new class schedule commence?

Finally, an important part of the mission under the Civil Construction Training Program is connecting local area labor force to our major bridge rehabilitation projects. Below, I have listed the contacts for the Bayonne and Goethals Bridge. Recently, the contact for the Goethals Bridge indicated a serious interest in speaking to a contact for the program. It would be helpful if you could also provide us with a contact from the program that we can pass along as appropriate.

Peter Engelman  
Bayonne Bridge Project  
Skanska  
732.395.96.56

Colin McKernan  
Goethals Bridge Project  
Kiewit-Weeks-Marine  
201.669.2212

This office would be happy to facilitate an initial meeting with the individuals above. Please contact me if you need this assistance.

Thank you.

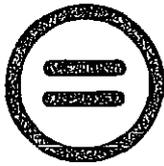
**REVIEW OF URBAN LEAGUE OF HUDSON COUNTY CIVIL CONSTRUCTION WORKER TRAINING  
PROGRAM AND ENTREPRENEURIAL DEVELOPMENT CENTER**

**SUMMARY – INVOICE #0003**

**APRIL 9, 2014**

**WORKER & ENTREPRENEURIAL DEVELOPMENT CENTER**

1. Candidates – Initial class of ten completed pre-apprenticeship requirements. (more information requested from ULOHC see attached)
2. Continuing assistance with the certification process and including classes on Safety Training
3. Classes for pre-apprenticeship program are tailored to the students
4. Adjustment were made for the severe weather. Classes were lengthened.
5. Code of Conduct revisions.
6. Baseline testing continues for students
7. Recruitment of Women participants is lacking. Further investigation and improvements are being made to attract and retain women applicants
8. Re-entry candidates – this is increasing. These individuals are focused and ready to emerge into the workforce
9. Phase II training includes using math to address real life construction situations . Mock problems and situations are used.
10. Site Visits – Students are visiting local publicly funded site
11. ULOHC has filed for accreditation under the National Center for Construction Education and Research (NCCER).
12. Class Schedules are included – evening schedules have also been included
13. Added Training: Electrical, HVAC, Plumbing and Ironwork.
14. Recruitment of local contractors and certification is ongoing
15. An Advisory Board has been put together



**URBAN LEAGUE**  
OF HUDSON COUNTY

*Empowering Communities.  
Changing Lives.*

Robert Kociolek, Board Chairperson  
Elnora Watson, President / CEO

January 14, 2016

Dear Mr. Green,

This is to submit the 2015 year-end report on the Urban League of Hudson County (ULOHC)'s Construction Pre-Apprenticeship Program (CCPP) and Entrepreneurial Development Center (EDC). In the past year, the program has:

- Developed a full compliance strategy that works best during ongoing projects.
- Certified over one hundred twenty-three (123) men and women in OSHA safety.
- Returned nearly one hundred and two (102) men and women to the ranks of the workforce

We have maximized opportunities for elder chronically unemployed residents of Jersey City and increased the income of significant numbers in the Greenville and Bergen-Lafayette areas. We are focusing on a new segment of younger adults who did not go to college, and have supplemented the coursework with practice in the field doing community service projects that will hone their skills. This approach is the difference between student and apprentice. Our next goal is to understand the non-union tasks of the Port Authority and its partners, so we may target those abilities in our continued training.

We expect that matching the Port Authority with trained, skilled, workers will satisfy our mutual needs. The Urban League of Hudson County remains committed to these goals. We hope we may meet soon to discuss how to reinvest in these efforts bringing new prosperity to our partnership.

Sincerely,

Muhammad Umar, Interim CEO

Per our agreement the following milestones continue to confirm or to move past our expectations:

***...the construction pre-apprenticeship training program....***

The efforts to train applicants this season were severely impeded by the lack of projects accepting local workers. Many students could not wait for union entry to be made available, and found viable, paying positions elsewhere.

Constituents found gainful employment before joining the union. Some returned to preparatory classes to prepare for the union exam and left again. A majority opted to take their OSHA 10 certification across the river to find construction work as laborers in New York City. Though not as stable as a union job, constituents found it a more lucrative way to wait for an opening. A sharp decrease in carpentry attendance was due to these job opportunities seducing students away from NCCER training classes.

Moving forward the program seeks more opportunities that provide pre-apprentices real world experience. Partnering with trusted contractors, the pre-apprentices will work on churches and non-profits in order to gain the experience needed to claim work with new independent contractors. The additional benefit will come in the organizations providing recommendations based on workers' performance.

***Capacity building, training, business, project management and construction company mentoring ....***

To help contractors with bidding and estimates, ULOHC has prepared solutions for estimating as well as financing if contractors can complete their registration process as Port Authority vendors. Contractor response has been short-sighted for smaller vendors and more capable contractors remain busy on other jobs. Meanwhile, the ULOHC remains a resource for contractors to turn to allowing us to revisit the issues of registration when they are more fiscally capable.

***.... linking participants with union apprenticeship opportunities.***

The carpenters union has admitted four ULOHC applicants. One trainee is a woman. Since the summer, the union pre-apprenticeship has assessed and included eight former ULOHC trainees. Even with union entry, mega-project jobs are reserved for more senior crafts personnel.

***Preparing minority and female workers and minority and women business owners for civil construction projects...***

At its high point the ULOHC Construction Entrepreneur Development Center was able to test and testify to the competency of owners of Bee's Construction, Broad Construction Associates, and Builders Corp. This was done as New Jersey statutes included a competency clause to determine whether an owner is knowledgeable of their construction related business. These companies meet the state requirement that a contractor or construction company owner must have a working knowledge of the business and its activities. Bee's Construction is 100% compliant and has managed and completed multi-million dollar projects. Broad Construction is smaller, woman-owned and operated, and competent but they must attain additional certifications as verification. Hart & Sons has sought vendor status as a woman-owned and operated painting contractor but awaits certification paperwork. We are impressing upon the vendors that they must not only have their paperwork in order but be able to provide as many as five separate endorsements from previous work completed.

**Annual Overview**

ULOHC has now distilled the consistent practices that will successfully provide worker resources:

- Compliance training making each worker and contractor fully aware of their rights and responsibilities.
- Construction training including class work, lab work and insights from experienced carpenters serves to illustrate the expectation of a real worker.
- Field service which includes working on projects for local churches and non-profit organizations. This on-site experience is important for incorporating the work-site teamwork that is expected in construction settings.
- (OSHA-10) provides a basic understanding of safety standards at a worksite and (OSHA-30) provides union level education of safety and the additional hazards presented by heavy machinery and larger craft worker teams.

For the ULOHC constituency, certifications were their most valuable tool in securing a living wage job.

While non-union status made it more difficult to find local jobs, constituents often found work in Manhattan. While earning money in other positions, former participants waited for union test results and or decided not to risk unemployment waiting for union opportunities.

Contractor concerns were difficult to address. The prosperity that had propelled many contractors was now absent as larger construction firms that were willing to work with them previously were less amenable given the new work. Unfortunately, sub-contractors shortcomings were cited, as contractors could not meet the reported criteria for new projects.

The ULOHC sees a solution in recruiting new contractors and returning to previous contractors who retained the spirit of cooperation and professionalism that had worked so well during earlier projects.

From December 2013 to December 2014, the ULOHC Pre-Apprenticeship Program was the catalyst for over 75 people learning new skills, reapplying themselves to a goal, and finding a living wage job to support their family as they had never been able to do before. More were able to earn safety certifications that made them employable outside their neighborhood. Additionally more than half of those individuals found the satisfaction of achieving a goal and completing their certification training. For too many, this feat represented their first documented completion of anything outside of high school.

In its second year with more independent construction opportunities in the area, ULOHC has strived for more partnerships. We have sought opportunities that would position our constituents with experience for a living wage. Through the second half of 2015 numerous individuals secured the OSHA-10 safety certification necessary to find work in New York. Many have been successful but most of their success has been determination to use every ULOHC resource to secure work and further training.

We have provided individual carpentry instruction so constituents can practice techniques suitable for specific positions. We have partnered with companies installing solar cells, committed to large clean-outs, and helped reinforce structures intended for renovation. We have also started to include paint training, both exteriors and interiors, as constituents look for another union through which they may secure a stable living. With all of these opportunities the classroom instruction has been integral in establishing their professional knowledge and the temperament necessary for success. The ULOHC is now reshaping other aspects of its educational activities for pre-apprentice opportunities. For example we are including a work readiness credential which certifies one's preparedness for normal work operations. Essentially the credential is a recommendation based on the empirical evidence of the candidate's test scores and a viable indicator of their likely success in a workplace.

Additional opportunities lie in untapped abilities in safety training and excavation, electrical wiring, rigging and advanced paints and coatings – all training with popular appeal in the community and marketplace. While ULOHC can make no commitment without communication, we look forward to sitting down and negotiating the next step in our moving forward.

**Quarterly Overview**  
**Urban League of Hudson County Pre-Apprenticeship Program 2015**

**Jan. – Mar. 2015**  
(OSHA-10 completed later\*):

<b>ATTENDEE</b>	<b>COMPLIANT</b>	<b>WORKING</b>	<b>EMPLOYED</b>
14	10 *	9	64%

**Apr – Jun 2015**  
(OSHA-10 completed):

<b>ATTENDEE</b>	<b>COMPLIANT</b>	<b>WORKING</b>	<b>EMPLOYED</b>
48	10	38	79%

**July – Sept. 2015**  
(Based on OSHA-10 and NCCER classes completed):

<b>ATTENDEE</b>	<b>COMPLIANT</b>	<b>WORKING</b>	<b>EMPLOYED</b>
51	8	46	90%

**Oct. – Dec. 2015**  
(Based on OSHA-10/30 and NCCER classes completed):

<b>ATTENDEE</b>	<b>COMPLIANT</b>	<b>WORKING</b>	<b>EMPLOYED</b>
24	6	18	75%

**RESULTS:**

<b>ATTENDEES – Attended OSHA-10 classes</b>	<b>137</b>
<b>COMPLIANT – Completed NCCER + OSHA training</b>	<b>34</b>
<b>WORKING – Found and kept a job during the quarter</b>	<b>111</b>
<b>INCREASE in EMPLOYMENT among program attendees</b>	<b>81%</b>

<b>EMPLOYMENT</b>	<b>OSHA 10 Certified Now Employed</b>	<b>NCCER Trained Now Employed</b>	<b># Certified or Trained Now Employed</b>
Oct. – Dec. Results	18	9	18
Jul. – Sept. Results	46	8	46
Apr. – Jun. Results	38	6	38
Jan. – Mar. results	9	5*	9

Number lower due to job offer during training. Constituents completed later.\*

**AGREEMENT WITH THE URBAN LEAGUE OF HUDSON COUNTY, INC.  
REGARDING THE CIVIL CONSTRUCTION WORKER TRAINING AND  
ENTREPRENEURIAL DEVELOPMENT CENTER**

It was recommended that the Board authorize the Executive Director to enter into an agreement with the Urban League of Hudson County, Inc. (ULOHC), pursuant to which the Port Authority would provide the ULOHC with up to \$500,000 per year for a period of three years in connection with the Civil Construction Worker Training and Entrepreneurial Development Center (Center), administered by the ULOHC, to develop and provide construction job training and mentoring programs for residents, and business and technical services for small, minority, women and disadvantaged business owners, in Hudson County, New Jersey.

The ULOHC is a non-profit organization dedicated to developing and delivering programs to improve economic conditions and opportunities for underserved residents of Hudson County.

To foster a skilled and diverse workforce to support upcoming major civil construction activity in the New York-New Jersey region, the ULOHC, through the Center, would develop and implement a civil construction worker pre-apprenticeship training program that would include recruitment and development, support services and resources, job retention and readiness training, as well as a civil engineering mentoring program that would link participants with union apprenticeship opportunities. Among the targeted participants of the worker training program would be veterans and former prisoners seeking to re-enter the workforce.

The entrepreneurial development component of the program would provide minority, women, small and disadvantaged business owners with capacity-building training, including training in the latest business and project management applications and techniques, as well as mentoring from major construction industry representatives.

Port Authority support of the ULOHC's Center would address several important objectives: (1) preparing Hudson County residents for construction-related employment opportunities; (2) increasing the pool of minority and female workers from which contractors and public agencies can draw in order to meet Port Authority minority and women workforce goals; and (3) preparing Hudson County small, minority, women and disadvantaged business owners for work on regional civil construction projects. The timing of this program coincides with upcoming major Port Authority capital projects scheduled to take place in Hudson County.

Pursuant to the foregoing report, the Board adopted the following resolution, with Commissioners Bagger, Holmes, Moerdler, Pocino, Rechler, Rosado, Rubin, Samson, Schuber and Steiner voting in favor. General Counsel confirmed that sufficient affirmative votes were cast for the action to be taken, a quorum of the Board being present.

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to enter into an agreement with the Urban League of Hudson County, Inc. (ULOHC), pursuant to which the Port Authority will provide the ULOHC with up to \$500,000 per year for a period of three years for the development and delivery of construction job training and mentoring programs for residents, and business and technical services for small, minority, women and disadvantaged business owners, in Hudson County, New Jersey through the Civil

Construction Worker Training and Entrepreneurial Development Center, which is administered by the ULOHC; and it is further

**RESOLVED**, that the form of the foregoing agreement shall be subject to the approval of General Counsel or his authorized representative.

**AGREEMENT BETWEEN THE PORT AUTHORITY AND THE URBAN LEAGUE OF  
HUDSON COUNTY, INC.**

THIS AGREEMENT, made as of the 20<sup>th</sup> day of May, 2013, between THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY, a body corporate and politic created by Compact between the States of New York and New Jersey with the consent of the Congress of the United States, having its principal office at 225 Park Avenue South, New York, New York 10003 (hereinafter referred to as the "Port Authority") and the URBAN LEAGUE OF HUDSON COUNTY, INC., a not-for-profit corporation of the State of New Jersey having its principal office at 253 Martin Luther King Jr. Drive, Jersey City, New Jersey 07305 (hereinafter referred to as the "ULOHC");

WITNESSETH:

WHEREAS, the ULOHC administers a Civil Construction Worker Training and Entrepreneurial Development Center (the "Center"), which develops and delivers construction pre-apprenticeship training programs and business and technical services to residents and small, minority and women business owners in Hudson County, New Jersey; and

WHEREAS, to help ensure the availability of a skilled and diverse workforce to support major civil construction activity in the New York-New Jersey region, the ULOHC, through the Center, will develop and execute a civil construction worker pre-apprenticeship training program that will include recruitment and development, support services and resources, job retention and readiness training, ~~as well as a civil engineering mentoring program that will link participants~~ with union apprenticeship opportunities; and

WHEREAS, the ULOHC also will develop an entrepreneurial development component of the Center's program, which will provide minority, women, small and disadvantaged business owners with capacity-building training, including training in the latest business and project management applications and techniques, as well as mentoring from major construction industry representatives; and

WHEREAS, the Port Authority's support of the ULOHC's Center will address several important objectives, including: (1) preparing Hudson County residents for construction-related employment opportunities; (2) increasing the pool of minority and female workers from which contractors and public agencies can draw in order to meet Port Authority minority and women workforce goals; and (3) preparing Hudson County minority and women business owners for work on regional civil construction projects; and

WHEREAS, the timing of the Center's program coincides with upcoming major Port Authority capital projects scheduled to take place in Hudson County, including bridge and tunnel replacement and rehabilitation work, like the Lincoln Tunnel Access Program and the Lincoln Tunnel Helix rehabilitation; and

WHEREAS, at its meeting on February 6, 2013, the Board of Commissioners of the Port Authority authorized the Executive Director of the Port Authority to enter into an agreement with the ULOHC pursuant to which the Port Authority will provide the ULOHC with \$1.5 million over a three-year period for the development and delivery of construction pre-apprenticeship training programs for workers and business and technical services for small, minority, women and disadvantaged business owners, through the Center; and

WHEREAS, the Port Authority has agreed, pursuant to the above-mentioned authorization and under the terms of this Agreement, to provide the ULOHC with up to \$500,000 annually for a three-year period toward the ULOHC's costs to administer the training programs provided through the Center,

NOW, therefore, the Port Authority and the ULOHC hereby agree as follows:

#### SECTION A – PAYMENTS BY THE PORT AUTHORITY

The Port Authority shall provide the ULOHC with up to \$500,000 per year for a three-year period, commencing on May 1, 2013 and expiring on April 30, 2016, toward the ULOHC's costs to operate and administer the construction pre-apprenticeship training programs and business and technical services provided by the ULOHC through the Center.

Within 30 days after this Agreement has been executed by both parties, the Port Authority shall provide the ULOHC with an initial payment of \$125,000 toward the cost of administering the construction pre-apprenticeship training programs and business and technical services provided by the ULOHC through the Center. Thereafter, the ULOHC shall render an invoice quarterly, beginning on or around August 1, 2013 and continuing on or around November 1, February 1, May 1 and August 1 of each respective year during the three-year term of this Agreement, for an amount of up to \$125,000, to the Port Authority's Director, Office of Business Diversity and Civil Rights. The Port Authority shall, within approximately 30 days after its receipt of such invoice, provide the ULOHC with the amount invoiced.

#### SECTION B – USE OF FUNDS

The ULOHC shall use the funds to be provided by the Port Authority pursuant to this Agreement solely toward the cost of operating and administering the construction pre-apprenticeship training programs and business and technical services provided by the ULOHC through the Center. The funds provided by the Port Authority shall be used to pay the ULOHC's costs in connections with the classes of expenditures listed in the ULOHC's Proposed Budget for Training for a Three-Year Period Ended 12/31/2015 (the "Budget"), and shall be in accordance with the amounts set forth in the Budget. A copy of the Budget is attached hereto as Exhibit A and incorporated as part of this Agreement.

### SECTION C - TERM OF AGREEMENT

The term of this Agreement shall be for a period of three years, commencing on May 1, 2013 and expiring on April 30, 2016.

### SECTION D - TERMINATION OF AGREEMENT

Upon 60 days' written notice to the other party, each party shall have the right to terminate this Agreement as to any funds not yet budgeted, committed or expended by the ULOHC in connection with the Center as of the date of such termination. Termination shall be effectuated by certified letter sent to the other party at the address set forth below in Section O hereof. Upon termination of this Agreement, the ULOHC shall immediately transfer any unspent funds held by it under this Agreement to the Port Authority.

### SECTION E - REPORTING REQUIREMENTS AND MAINTENANCE OF RECORDS

The ULOHC must provide the Port Authority with detailed quarterly reports concerning the Center and its operations, which shall include the following information: progress in development of curriculum and training modules; recruitment efforts; training sessions held and participation levels; number of candidates and business owners graduating from the programs; placement of training program graduates in union apprenticeship programs or related construction industry positions; participation of business owner program graduates in Hudson County public works projects; efforts to recruit additional private and public sector partners in the Center's programs; and goals, objectives and milestones met during such quarterly period. Each quarterly report must be submitted by the fifteenth day of the first month of the following quarterly period.

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The ULOHC shall maintain records of all expenditures of funds provided by the Port Authority under this Agreement, in such a manner as shall permit effective auditing of such expenditures and funds by the Port Authority. The Port Authority shall have the right to inspect ULOHC records pertaining to the Center and the funds provided under this Agreement, and such records shall be maintained by the ULOHC for a period of at least three years after the expiration or termination of this Agreement.

### SECTION F - NO PERSONAL LIABILITY

No Commissioner, director, officer, agent or employee of the Port Authority or the ULOHC shall be charged personally with any liability or held liable under any term or provision of this Agreement, or because of its execution or attempted execution, or because of any breach or alleged breach hereof.

### SECTION G - LIABILITY

As between the Port Authority and the ULOHC, the ULOHC shall be responsible for defending itself, at its own expense, against any and all suits, claims, losses, demands or damages of its employees, agents or contractors, in connection with the performance of the

obligations assumed by the ULOHC pursuant to this Agreement. The ULOHC hereby releases the Port Authority from any and all liabilities, claims, lawsuits, losses, costs, expenses and demands of any kind or nature whatsoever, arising under state and/or federal law, out of or in connection with the ULOHC's performance of the obligations assumed by ULOHC pursuant to this Agreement, including, but not limited to, the administration and operation of the Center.

#### SECTION H – MISCELLANEOUS

1. The ULOHC shall not issue, or permit to be issued, any press release, advertisement, or literature of any kind which refers to the Port Authority unless the ULOHC first obtains the written approval of the Port Authority. Such approval may be withheld if for any reason the Port Authority believes that the publication of such information would be harmful to the public interest or is in any way undesirable.
  2. The parties shall promptly and fully inform each other of any patents, patent disputes, copyright, trademark, trade secret and other intellectual property rights, disputes or infringements, whether existing or potential, of which the parties have knowledge, relating to any ideas, designs, methods, materials, equipment or other matter related to the subject matter of this Agreement.
  3. The ULOHC represents and warrants that, in the performance of its obligations under this Agreement, it will comply with all applicable laws, rules and regulations, and it will, to the best of its ability, perform the services called for under this Agreement. The ULOHC further represents and warrants that no restriction exists on its right to enter into this Agreement, either by virtue of its obligation to any other funding sources or for any other reason whatsoever.
- 
4. No payments, approval, failure to approve or make payment, or other act or omission to act, on the part of the Port Authority shall preclude it from subsequently asserting that any payment, approval or act on its part was incorrect and requesting an adjustment to remedy same or seeking all remedies allowed by law.

#### SECTION I – WAIVER

No waiver of any terms or conditions of this Agreement shall be effective unless in writing and signed by an authorized officer of the party agreeing to such waiver. The failure of any party to enforce any of its rights under this Agreement shall not constitute a waiver thereof.

#### SECTION J – ASSIGNMENT: NO THIRD-PARTY RIGHTS

This Agreement may not be assigned by either party without the written consent of the other. No third-party rights are intended to be created under this Agreement.

#### SECTION K – ENTIRE AGREEMENT

The entire agreement between the parties is contained herein, and no change in or modification, termination or discharge of this Agreement in any form whatsoever shall be valid or enforceable unless it is in writing and signed by both parties; provided, however, that termination in the manner herein before expressly provided shall be effective as so provided.

#### SECTION L - CHOICE OF LAW

This Agreement shall be governed by and construed in accordance with the laws of the State of New Jersey, without reference to choice of law principles.

#### SECTION M - LEGAL CONSTRUCTION

If any provision of this Agreement shall be such as to destroy its mutuality or to render it invalid or illegal, then, if it shall not appear to have been so material that without it this Agreement would not have been made by the parties, it shall not be deemed to form a part hereof, but the balance of this Agreement shall remain in full force and effect.

#### SECTION N - HEADINGS

The headings in this Agreement are for reference only and do not constitute part of the substance of the Agreement.

#### SECTION O - NOTIFICATIONS UNDER AGREEMENT

All notices required under this Agreement shall be made in writing to the following addresses, unless a change of representative or address is provided in writing:

---

If to ULOHC:

Elnora Watson  
President and CEO  
Urban League of Hudson County  
253 Martin Luther King Drive  
Jersey City, NJ 07305

If to the Port Authority:

Lash Green  
Director  
Office of Business Diversity and Civil Rights  
233 Park Avenue South, 4<sup>th</sup> Floor  
New York, NY 10003

#### SECTION P - RESOLUTION OF DISPUTES

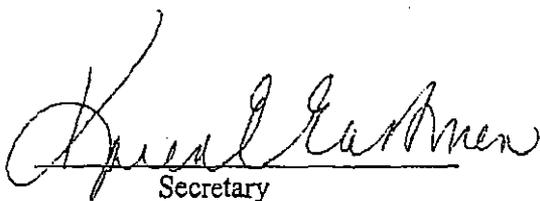
All disagreements under this Agreement shall be submitted to the Executive Director of the Port Authority and the President and CEO of the ULOHC for their review and decision, which decision shall be binding upon the parties. In the event that the Executive Director of the Port Authority and the President and CEO of the ULOHC shall disagree, then either party may seek all legal or equitable remedies in the Superior Court of New Jersey to the extent permitted by law.

This Agreement shall not become binding on either party until it has been fully executed by each.

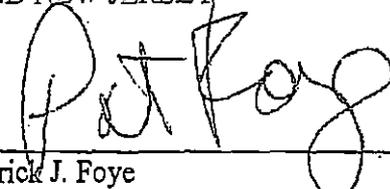
IN WITNESS WHEREOF, the parties have caused this Agreement to be signed by their authorized officers as of the day and year below written.

ATTEST:

THE PORT AUTHORITY OF NEW  
YORK AND NEW JERSEY

  
Secretary

By:

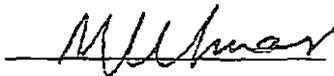
  
Patrick J. Foye  
Executive Director

DATE:

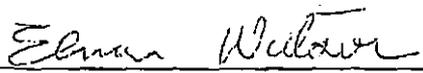
5/20/13

ATTEST:

URBAN LEAGUE OF HUDSON COUNTY, INC.



By:

  
Elnora Watson  
President and Chief Executive Officer

DATE:

5-15-2013



**URBAN LEAGUE** | Empowering Communities.  
**OF HUDSON COUNTY** | Changing Lives.

Robert Kocolek, Board Chairperson  
 Elnora Watson, President / CEO

**VENDOR # 177114**  
**INVOICE # 0009**

September 3, 2015

The Port Authority of New York and New Jersey  
 225 Park Avenue South  
 New York, New York 10003

Urban League of Hudson County, Inc.  
 253 Martin Luther King Drive  
 Jersey City, NJ 07305

*ok*  
*1/26/16*  
*R. Umar*

**AGREEMENT INFORMATION**

Three-Year Agreement Ceiling      \$1,500,000  
 Agreement Period:    May 1, 2013 – April 30, 2016  
 Starting Month: May  
 Starting Year: 2013

**Detail of Payments from Port Authority of NY/NJ as at November 25, 2014:**

Initial Payment – 1 <sup>st</sup> Quarter: Check # 1280249: P.O. # AD601-138	\$125,000.00
1 <sup>st</sup> Payment – 2 <sup>nd</sup> Quarter: Check # 1290847: P.O. # AD601-138	\$125,000.00
2 <sup>nd</sup> Payment – 3 <sup>rd</sup> Quarter: Check #1300423: P.O. # AD601-138	\$125,000.00
3 <sup>rd</sup> Payment – 4 <sup>th</sup> Quarter: Check #1314252: P.O. # AD601-138	\$125,000.00
4 <sup>th</sup> Payment – 1 <sup>st</sup> Quarter of 2 <sup>nd</sup> Year: Check#1326247: P.O. # AD601-138	\$125,000.00
5 <sup>th</sup> Payment – 2 <sup>nd</sup> Quarter of 2 <sup>nd</sup> Year: Check#1329026: P.O. # AD601-138	\$125,000.00
6 <sup>th</sup> Payment – 3 <sup>rd</sup> Quarter of 2 <sup>nd</sup> Year: Wire Transfer	\$125,000.00
7 <sup>th</sup> Payment – 4 <sup>th</sup> Quarter of 2 <sup>nd</sup> Year: Wire Transfer	\$125,000.00

**Billing For First Quarter of 3<sup>rd</sup> Year:**

Amount Requested for this quarter:      \$125,000.00

To Render Technical Services and Administer the Construction Pre-apprenticeship Training Programs and Business

**Agreement Balance as at September 3, 2015 \$500,000.00**

Please call Muhammad Umar, Chief Financial Officer at 201-451-8888 ext. 115 If you have any questions regarding this invoice.



**URBAN LEAGUE**  
OF HUDSON COUNTY

*Empowering Communities.  
Changing Lives.*

Robert Kociolek, Board Chairperson  
Elnora Watson, President / CEO

January 14, 2016

Dear Mr. Green,

This is to submit the 2015 year-end report on the Urban League of Hudson County (ULOHC)'s Construction Pre-Apprenticeship Program (CCPP) and Entrepreneurial Development Center (EDC). In the past year, the program has:

- Developed a full compliance strategy that works best during ongoing projects.
- Certified over one hundred twenty-three (123) men and women in OSHA safety.
- Returned nearly one hundred and two (102) men and women to the ranks of the workforce

We have maximized opportunities for elder chronically unemployed residents of Jersey City and increased the income of significant numbers in the Greenville and Bergen-Lafayette areas. We are focusing on a new segment of younger adults who did not go to college, and have supplemented the coursework with practice in the field doing community service projects that will hone their skills. This approach is the difference between student and apprentice. Our next goal is to understand the non-union tasks of the Port Authority and its partners, so we may target those abilities in our continued training.

We expect that matching the Port Authority with trained, skilled, workers will satisfy our mutual needs. The Urban League of Hudson County remains committed to these goals. We hope we may meet soon to discuss how to reinvest in these efforts bringing new prosperity to our partnership.

Sincerely,

Muhammad Umar, Interim CEO

Per our agreement the following milestones continue to confirm or to move past our expectations:

*...the construction pre-apprenticeship training program....*

The efforts to train applicants this season were severely impeded by the lack of projects accepting local workers. Many students could not wait for union entry to be made available, and found viable, paying positions elsewhere.

Constituents found gainful employment before joining the union. Some returned to preparatory classes to prepare for the union exam and left again. A majority opted to take their OSHA 10 certification across the river to find construction work as laborers in New York City. Though not as stable as a union job, constituents found it a more lucrative way to wait for an opening. A sharp decrease in carpentry attendance was due to these job opportunities seducing students away from NCCER training classes.

Moving forward the program seeks more opportunities that provide pre-apprentices real world experience. Partnering with trusted contractors, the pre-apprentices will work on churches and non-profits in order to gain the experience needed to claim work with new independent contractors. The additional benefit will come in the organizations providing recommendations based on workers' performance.

*Capacity building, training, business, project management and construction company mentoring ....*

To help contractors with bidding and estimates, ULOHC has prepared solutions for estimating as well as financing if contractors can complete their registration process as Port Authority vendors. Contractor response has been short-sighted for smaller vendors and more capable contractors remain busy on other jobs. Meanwhile, the ULOHC remains a resource for contractors to turn to allowing us to revisit the issues of registration when they are more fiscally capable.

*.... linking participants with union apprenticeship opportunities.*

The carpenters union has admitted four ULOHC applicants. One trainee is a woman. Since the summer, the union pre-apprenticeship has assessed and included eight former ULOHC trainees. Even with union entry, mega-project jobs are reserved for more senior crafts personnel.

***Preparing minority and female workers and minority and women business owners for civil construction projects...***

At its high point the ULOHC Construction Entrepreneur Development Center was able to test and testify to the competency of owners of Bee's Construction, Broad Construction Associates, and Builders Corp. This was done as New Jersey statutes included a competency clause to determine whether an owner is knowledgeable of their construction related business. These companies meet the state requirement that a contractor or construction company owner must have a working knowledge of the business and its activities. Bee's Construction is 100% compliant and has managed and completed multi-million dollar projects. Broad Construction is smaller, woman-owned and operated, and competent but they must attain additional certifications as verification. Hart & Sons has sought vendor status as a woman-owned and operated painting contractor but awaits certification paperwork. We are impressing upon the vendors that they must not only have their paperwork in order but be able to provide as many as five separate endorsements from previous work completed.

**Annual Overview**

ULOHC has now distilled the consistent practices that will successfully provide worker resources:

- Compliance training making each worker and contractor fully aware of their rights and responsibilities.
- Construction training including class work, lab work and insights from experienced carpenters serves to illustrate the expectation of a real worker.
- Field service which includes working on projects for local churches and non-profit organizations. This on-site experience is important for incorporating the work-site teamwork that is expected in construction settings.
- (OSHA-10) provides a basic understanding of safety standards at a worksite and (OSHA-30) provides union level education of safety and the additional hazards presented by heavy machinery and larger craft worker teams.

For the ULOHC constituency, certifications were their most valuable tool in securing a living wage job.

While non-union status made it more difficult to find local jobs, constituents often found work in Manhattan. While earning money in other positions, former participants waited for union test results and or decided not to risk unemployment waiting for union opportunities.

Contractor concerns were difficult to address. The prosperity that had propelled many contractors was now absent as larger construction firms that were willing to work with them previously were less amenable given the new work. Unfortunately, sub-contractors shortcomings were cited, as contractors could not meet the reported criteria for new projects.

The ULOHC sees a solution in recruiting new contractors and returning to previous contractors who retained the spirit of cooperation and professionalism that had worked so well during earlier projects.

From December 2013 to December 2014, the ULOHC Pre-Apprenticeship Program was the catalyst for over 75 people learning new skills, reapplying themselves to a goal, and finding a living wage job to support their family as they had never been able to do before. More were able to earn safety certifications that made them employable outside their neighborhood. Additionally more than half of those individuals found the satisfaction of achieving a goal and completing their certification training. For too many, this feat represented their first documented completion of anything outside of high school.

In its second year with more independent construction opportunities in the area, ULOHC has strived for more partnerships. We have sought opportunities that would position our constituents with experience for a living wage. Through the second half of 2015 numerous individuals secured the OSHA-10 safety certification necessary to find work in New York. Many have been successful but most of their success has been determination to use every ULOHC resource to secure work and further training.

We have provided individual carpentry instruction so constituents can practice techniques suitable for specific positions. We have partnered with companies installing solar cells, committed to large clean-outs, and helped reinforce structures intended for renovation. We have also started to include paint training, both exteriors and interiors, as constituents look for another union through which they may secure a stable living. With all of these opportunities the classroom instruction has been integral in establishing their professional knowledge and the temperament necessary for success. The ULOHC is now reshaping other aspects of its educational activities for pre-apprentice opportunities. For example we are including a work readiness credential which certifies one's preparedness for normal work operations. Essentially the credential is a recommendation based on the empirical evidence of the candidate's test scores and a viable indicator of their likely success in a workplace.

Additional opportunities lie in untapped abilities in safety training and excavation, electrical wiring, rigging and advanced paints and coatings – all training with popular appeal in the community and marketplace. While ULOHC can make no commitment without communication, we look forward to sitting down and negotiating the next step in our moving forward.

**Quarterly Overview**  
**Urban League of Hudson County Pre-Apprenticeship Program 2015**

Jan. – Mar. 2015  
(OSHA-10 completed later\*):

ATTENDEE	COMPLIANT	WORKING	% Class EMPLOYED
14	10 *	9	64%

Apr – Jun 2015  
(OSHA-10 completed):

ATTENDEE	COMPLIANT	WORKING	% Class EMPLOYED
48	10	38	79%

July – Sept. 2015  
(Based on OSHA-10 and  
NCCER classes completed):

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Oct. – Dec. 2015  
(Based on OSHA-10/30 and  
NCCER classes completed):

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	<b>RESULTS:</b>
ATTENDEES – Attended OSHA-10 classes	137
COMPLIANT – Completed NCCER + OSHA training	34
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INCREASE in EMPLOYMENT among program attendees	81%

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Jul. – Sept. Results	46	8	46
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Number lower due to job offer during training. Constituents completed later.\*





**URBAN LEAGUE**  
OF HUDSON COUNTY

*Empowering Communities.  
Changing Lives.*

Robert Kocolek, Board Chairperson  
Elnora Watson, President / CEO

February 20, 2015

Dear Mr. Green,

As per our agreement with the Port Authority of New York and New Jersey, this end-of-year addendum provides additional assessment of how the Urban League of Hudson County (ULOHC) has currently positioned itself for fulfilling the promise of its Civil Construction Pre-Apprenticeship Program (CCPP) and Entrepreneurial Development Center (EDC). The administrative progress of the program includes several milestones:

- The ULOHC has confirmed that its full compliance strategy works when candidates see work projects.
- The Civil Construction Pre-Apprenticeship Program can direct efforts to prepare and certify more candidates with union appropriate qualifications.
- The Civil Construction Pre-Apprenticeship Program can expand instruction to make candidates more computer literate and responsive via computer.
- The ULOHC is revamping its preparation to better equip its students for passing entrance exams.
- The ULOHC is increasing its safety certification for pre-apprentices completing the entire program.

The ULOHC remains true to its goals of getting more qualified workers into the union. The ULOHC recognizes two important factors in its approach: (1) Unions are seeking younger candidates whom they can train and collect dues for a longer time (2) Union positions on bridge projects are coveted for their long term security and targeted to journeymen members, (3) An opportunity may exist to include non-traditional positions such as maintenance and upkeep on bridges and roadways –still within our scope.

Erin Deck will now be working with Anne Caprari as Colin McKernan changes assignments with KWM. Follow-up appointments with Mr. P. Engelman of Skanska, the local compliance officer of the New Jersey Economic Development Authority are scheduled. We are also seeking counsel from union local members already on these bridge jobs to see how they secured positions. ULOHC has forged stronger relationships with other local non-profits as these alliances can be called upon to organize as needed.

The Urban League of Hudson County remains committed to our discussed goals. Let's talk soon and continue this beneficial interaction.

Sincerely,

Ms. Elnora Watson  
CEO Urban League of Hudson County

Per our agreement the following milestones continue to confirm or to move past our expectations:

...*the construction pre-apprenticeship training program*....

In the agreement reference regarding *preparing business owners for work on regional construction projects*, has been a valuable pre-requisite to our hiring and preparing contractors for Port Authority projects. Small local contractors have thus far been unable to make any inroads to placement on PA projects. However some ULOHC contractors are determined to wait for new opportunities available in 2015, and have started making themselves more visible. The ULOHC recruited contractors who have been active in positioning themselves include:

- Bee's Construction,
- Masters Construction Group
- Builders Corps.

Each of these companies has been instrumental in providing apprenticeship positions for ULOHC students. Each is committed to the goals of inclusion shared by the Urban League and Port Authority.

To increase its public awareness, the ULOHC conducted an Expo Event at the Jersey City Armory. We partnered with Women Rising, an established non-profit working extensively with women and sharing our employment goals for the community. The event was attended by less than 200 visitors but included more than 40 vendors and neighborhood nonprofits. Port Authority's Robin Murray was gracious in her representation and highly engaged by visitors despite Port Authority not being identified as the main supporter of the Urban League Pre-Apprenticeship Program and Construction Entrepreneur Development Center efforts. *PPG Pittsburgh Paint School* was revealed to be a highly synergistic association. Their certified painters training program adds great value to much of our NCCER teachings. About twelve mutually prepared pre-apprentices from each of these programs are outfitted to contribute to maintenance and upkeep positions on Port Authority bridge work. The ULOHC held a walking ceremony for those pre-apprenticeship graduates able to appear. Given the success of pre-apprentices in securing alternate jobs while awaiting Port Authority opportunities, many did not attend. Of the 40 graduates that completed their certifications in the last two quarters, eight were not employed. Five were attending alternate training programs. The result is a well-trained work force that gets their certifications, proves their qualifications and, in many instances, surpasses expectations in alternate fields.

The ULOHC will recruit from sources that can pre-qualify candidates with math proficiency, a valid license, and computer literacy. We are finding proficiency with computers to be necessary for confirming your presence at a site, posting your hours, responding to job calls, all activities that are job requirements, not options. ULOHC will focus on organizations that can pre-screen candidates before we invest in their development. Individuals in a supervised situation are incentivized to assure they will successfully reap the full benefits of the Civil Construction Pre-Apprenticeship Program. ULOHC must now be more discerning in finding employment within the range of Port Authority activities associated with the bridge mega-project opportunities.

Joined with their construction training, ULOHC OSHA certification is a definitive asset, but experience is the real differentiator for jobs on the mega-projects. The program continues to struggle with placing qualified pre-apprentices on one of the mega-projects. While training goals were achieved, placement goals on, affiliated, associated, or related bridge projects have not been met. The difficulty is the immediacy of employment needs in Jersey City. When

participants have new carpentry skills and they are certified in OSHA 30 safety, they are covered in factory, warehouse, and construction jobs outside of and around Jersey City. For 2015, our goal is Port Authority job placement in positions accredited to the mega-projects. ULOHC will work with Port Authority officials to deduce the best tact for securing open Port Authority project positions after training has been completed.

*.... linking participants with union apprenticeship opportunities.*

The ULOHC will continue its assault on union entry points. The ULOHC is rescheduling meetings with the President of the Building Trades Association Pat Kellerher, and Gerald Balmir, government and community affairs director of the New Jersey chapter of the Laborers International of North America. We have revamped the math training and we are consulting with other union members to find out how they were accepted into the union. We can provide transportation from Urban League headquarters to any test-taking site. We are partnering with *Carepoint Inc.* to conduct sanctioned drug-testing. ULOHC recognizes that carpentry and electricity offer candidates their best opportunities for union membership and job opportunities. Carpentry and electricity can also combine skills for versatile, non-traditional apprenticeship opportunities in: soundproofing spaces, unique lighting solutions, electronics and alarms. To address the efficacy issues we have revamped our curriculum to provide a more complete re-learning experience. Math instruction will be daily and more regimented. This will assure that participants are necessarily indoctrinated in math rather than dependent on re-igniting skills they did not fully develop in school. Our focus will be construction safety knowledge, applied literacy, and computational math skills.

Confusingly worded questions added to barely remembered math skills equals failed students. Pre-apprentices must have a general comfort with vocabulary, understanding of what they read, and the confidence to speak up. Most people develop these skills along their journey, but our constituents have not traveled the same roads. They must learn it all as they move toward employment. We are intent on adding a literacy instructor with computer fluency, invaluable in helping residents achieve their certification and construction career goals.

ULOHC also recognizes that an electrical instructor is a boon to our inclusion. With electrical instruction, pre-apprentice carpenters become well-rounded electrical assistants. This provides numerous options for the participant and the program to enter technologically touched activities. Electrical knowledge is the nascence of flaggers, electrical assistants, signalmen, and electronic technicians – all union members. Barriers are not raised as quickly and pre-apprentices can be taught to be competitive. ULOHC will secure a certified electrical instructor.

The Civil Construction Program has one candidate in the laborers' union on the Port Authority affiliated Harrison Station project. More of our constituents are being considered for the Laborers locals in Hackensack and New York City. Laborers Local #3 reportedly does not intend to open up membership for another six months, but we will continue to keep communications open.

The ULOHC will meet with Community Education Center (CEC) representatives in Hudson and Essex counties to negotiate arrangements for classes to be offered to their constituents. The criteria for inclusion will focus on GED/diploma earned, valid driver licenses, math skills and responsibility. As these constituents will likely be younger as well, they represent attractive union potential. ULOHC will add these candidates to its recruiting mix on a regular basis if pilot efforts are successful.

In providing its constituents union apprenticeship opportunities, the Civil Construction Program sees increasing opportunity with *PPG Pittsburgh Paint School*. The preparation skills painting pre-apprentices are taught are useful in preparing any surface for protection: removing contaminants to assure sound bonding; washing with an abrasive cleaner or sanding before repair, and testing patches before applying the whole treatment. While there is more to any of

these processes, individuals completing either program is fully competent. Those completing both of these programs are human resources that will pay dividends throughout their careers.  
***Capacity building, training, business, project management and construction company mentoring ....***

Contractor capacity building for Port Authority projects requires some contractors seeing an increase in their bidding success. When possible Urban League has directed contractors to opportunities, or tried to help contractors with bidding and estimates.

Our efforts were meant to assure pre-apprentices are hired for those projects. The ULOHC is adding additional expertise to this effort, hoping to improve these outcomes. The Expo event brought several of our contractors to the forefront with other organizations, however most did not participate for risk of losing business. There was also some diminishing faith in Port Authority benefits. However, R. Murray and A. Caprari reassured several contractors at the Expo Event. We will continue to work with the most responsive contractors and seek out additional entrepreneurs interested in a Port Authority business opportunity.

KWM was an impressive draw at the Expo and residents were excited by the opportunities they presented. While KWM could not make any promises of employment, they were able to validate the Urban League of Hudson County as the venue for best attaining the benefits they presented. With new management in place, contractors were more confident they are on track for participation, and prospects enticed by possible union jobs.

The Urban League is also excited by its prospects in the City of Bayonne. While previous attempts to meet with SKANSKA Peter Engelman have been difficult, we are re-scheduling with optimism for 2015. ULOHC will work with the administration of Bayonne to include pre-apprentices in the mix of local laborers that SKANSKA has committed to including. The ULOHC is confident that with the administration equally vested in ULOHC success in Bayonne, there will be much greater access to jobs and contracting opportunities for our constituents. In the interim, UL contractors have been working on other opportunities to raise their job proficiency, increase budget capacity and gain valuable experience. Several of the contractors have also undergone additional seminars and training to qualify as fully competent and capable of managing their certified and registered businesses.

***Preparing minority and female workers and minority and women business owners for civil construction projects...***

ULOHC still believes focusing on compliance will meet the business needs of the Port Authority. The Urban League is diligent in making its contractors compliant:

- Minority majority ownership stake of at least 51%
- WBE, MBE, DBE, SBE, EPA, FEIN designations
- Wage and Hour compliance following prevailing wage and Davis Bacon rules
- Copy of formation documents and financial statement.

Contractors who have been Port Authority certified include:

- |                                      |  |
|--------------------------------------|--|
| • Montero Development                | 303 Forest Ave, Jersey City, NJ        |
| • 3D Demolition Contractors          | 91 Myrtle Avenue, Jersey City, NJ      |
| • Johnson Electric LLC               | 154 Wegman Parkway, Jersey City, NJ    |
| • Miracle Construction               | 118 Greenville Avenue, Jersey City, NJ |
| • Brown Construction                 | 108 McAdoo Avenue, Jersey City, NJ     |
| • Barnes Construction Management LLC | 138 Wilkerson Avenue, Jersey City, NJ  |
| • Builders Corps                     | 252 Garfield New Jersey, NJ            |

- Bee's Construction
- Napa Parts

349 Ocean Ave, Jersey City NJ  
976 Broadway, Bayonne, NJ \*

*(Recently #2 in his job bid for Napa Parts)*

ULOHC will expand its outreach boundaries so that capable contractors from Hudson and Essex are included. Both counties are affected by the projects and more contractors are in the area who can contribute. We have also seen interest from more non-traditional entrepreneurs who seek Port Authority contracts i.e. Fish Window Cleaning, Just Jazz JWG Promotions, and Hart & Sons, a company of professional painters. As more show interest, we will seek Port Authority advice on how these non-traditional vendors might contribute to Port Authority goals. The ULOHC must also make greater efforts to track its students. ULOHC will also pay more attention to identifying where and what positions pre-apprentices secure.

The ULOHC is non-discriminating when it sees opportunities which may help its constituents attain their desired success with Port Authority. The SDA's SMWBE Contractor Training Program is designed to provide construction firms with the knowledge needed to enable them to successfully bid and work on SDA projects. The nine-week program provides participating firms with information that will help them grow and run their business. Subjects such as Accounting, the Bid Process, Budgeting, Contract Law, Estimating, Marketing and Scheduling will be examined in depth. The free training classes are held once a week for nine weeks. UL would like to explore opportunities for presenting a similar program with Port Authority officials.

To produce more certified construction managers, ULOHC has focused on partnering with *Women Rising, Inc.* They often have unemployed college-educated clients who are looking for living wage jobs and have no idea what opportunities construction trades can provide.

Contractors also understand the Davis Bacon implications of women crews in state and federally funded projects and recognize that women are often more capable organizers that can add to their efficiency. ULOHC will continue to include women as a priority.

With new improvements in our curriculum, colleges are curious as to whether we can provide non-traditional trade personnel who might want to extend their education about construction. We are continuing discussions with local colleges and universities, to see how many are interested and what opportunities we can fully support. If a unique college opportunity is identified to train candidates for construction managers, construction inspectors, surveyors, construction accountants, or project managers, ULOHC will make sure it can happen.

With the filing of this addendum we hope we have sketched a 2015 blueprint for how ULOHC intends to create the workforce that the Port Authority of NY/NJ needs and desires. We look forward to meeting with you soon so we may discuss strategies in depth that will help us attain these objectives.

**AGREEMENT BETWEEN THE PORT AUTHORITY AND THE URBAN LEAGUE OF  
HUDSON COUNTY, INC.**

THIS AGREEMENT, made as of the 20<sup>th</sup> day of May, 2013, between THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY, a body corporate and politic created by Compact between the States of New York and New Jersey with the consent of the Congress of the United States, having its principal office at 225 Park Avenue South, New York, New York 10003 (hereinafter referred to as the "Port Authority") and the URBAN LEAGUE OF HUDSON COUNTY, INC., a not-for-profit corporation of the State of New Jersey having its principal office at 253 Martin Luther King Jr. Drive, Jersey City, New Jersey 07305 (hereinafter referred to as the "ULOHC");

WITNESSETH:

WHEREAS, the ULOHC administers a Civil Construction Worker Training and Entrepreneurial Development Center (the "Center"), which develops and delivers construction pre-apprenticeship training programs and business and technical services to residents and small, minority and women business owners in Hudson County, New Jersey; and

WHEREAS, to help ensure the availability of a skilled and diverse workforce to support major civil construction activity in the New York-New Jersey region, the ULOHC, through the Center, will develop and execute a civil construction worker pre-apprenticeship training program that will include recruitment and development, support services and resources, job retention and readiness training, as well as a civil engineering mentoring program that will link participants with union apprenticeship opportunities; and

WHEREAS, the ULOHC also will develop an entrepreneurial development component of the Center's program, which will provide minority, women, small and disadvantaged business owners with capacity-building training, including training in the latest business and project management applications and techniques, as well as mentoring from major construction industry representatives; and

WHEREAS, the Port Authority's support of the ULOHC's Center will address several important objectives, including: (1) preparing Hudson County residents for construction-related employment opportunities; (2) increasing the pool of minority and female workers from which contractors and public agencies can draw in order to meet Port Authority minority and women workforce goals; and (3) preparing Hudson County minority and women business owners for work on regional civil construction projects; and

WHEREAS, the timing of the Center's program coincides with upcoming major Port Authority capital projects scheduled to take place in Hudson County, including bridge and tunnel replacement and rehabilitation work, like the Lincoln Tunnel Access Program and the Lincoln Tunnel Helix rehabilitation; and

WHEREAS, at its meeting on February 6, 2013, the Board of Commissioners of the Port Authority authorized the Executive Director of the Port Authority to enter into an agreement with the ULOHC pursuant to which the Port Authority will provide the ULOHC with \$1.5 million over a three-year period for the development and delivery of construction pre-apprenticeship training programs for workers and business and technical services for small, minority, women and disadvantaged business owners, through the Center; and

WHEREAS, the Port Authority has agreed, pursuant to the above-mentioned authorization and under the terms of this Agreement, to provide the ULOHC with up to \$500,000 annually for a three-year period toward the ULOHC's costs to administer the training programs provided through the Center,

NOW, therefore, the Port Authority and the ULOHC hereby agree as follows:

#### SECTION A – PAYMENTS BY THE PORT AUTHORITY

The Port Authority shall provide the ULOHC with up to \$500,000 per year for a three-year period, commencing on May 1, 2013 and expiring on April 30, 2016, toward the ULOHC's costs to operate and administer the construction pre-apprenticeship training programs and business and technical services provided by the ULOHC through the Center.

Within 30 days after this Agreement has been executed by both parties, the Port Authority shall provide the ULOHC with an initial payment of \$125,000 toward the cost of administering the construction pre-apprenticeship training programs and business and technical services provided by the ULOHC through the Center. Thereafter, the ULOHC shall render an invoice quarterly, beginning on or around August 1, 2013 and continuing on or around November 1, February 1, May 1, and August 1 of each respective year during the three-year term of this Agreement, for an amount of up to \$125,000, to the Port Authority's Director, Office of Business Diversity and Civil Rights. The Port Authority shall, within approximately 30 days after its receipt of such invoice, provide the ULOHC with the amount invoiced.

#### SECTION B – USE OF FUNDS

The ULOHC shall use the funds to be provided by the Port Authority pursuant to this Agreement solely toward the cost of operating and administering the construction pre-apprenticeship training programs and business and technical services provided by the ULOHC through the Center. The funds provided by the Port Authority shall be used to pay the ULOHC's costs in connections with the classes of expenditures listed in the ULOHC's Proposed Budget for Training for a Three-Year Period Ended 12/31/2015 (the "Budget"), and shall be in accordance with the amounts set forth in the Budget. A copy of the Budget is attached hereto as Exhibit A and incorporated as part of this Agreement.

### SECTION C – TERM OF AGREEMENT

The term of this Agreement shall be for a period of three years, commencing on May 1, 2013 and expiring on April 30, 2016.

### SECTION D – TERMINATION OF AGREEMENT

Upon 60 days' written notice to the other party, each party shall have the right to terminate this Agreement as to any funds not yet budgeted, committed or expended by the ULOHC in connection with the Center as of the date of such termination. Termination shall be effectuated by certified letter sent to the other party at the address set forth below in Section O hereof. Upon termination of this Agreement, the ULOHC shall immediately transfer any unspent funds held by it under this Agreement to the Port Authority.

### SECTION E – REPORTING REQUIREMENTS AND MAINTENANCE OF RECORDS

The ULOHC must provide the Port Authority with detailed quarterly reports concerning the Center and its operations, which shall include the following information: progress in development of curriculum and training modules; recruitment efforts; training sessions held and participation levels; number of candidates and business owners graduating from the programs; placement of training program graduates in union apprenticeship programs or related construction industry positions; participation of business owner program graduates in Hudson County public works projects; efforts to recruit additional private and public sector partners in the Center's programs; and goals, objectives and milestones met during such quarterly period. Each quarterly report must be submitted by the fifteenth day of the first month of the following quarterly period.

The ULOHC shall maintain records of all expenditures of funds provided by the Port Authority under this Agreement, in such a manner as shall permit effective auditing of such expenditures and funds by the Port Authority. The Port Authority shall have the right to inspect ULOHC records pertaining to the Center and the funds provided under this Agreement, and such records shall be maintained by the ULOHC for a period of at least three years after the expiration or termination of this Agreement.

### SECTION F - NO PERSONAL LIABILITY

No Commissioner, director, officer, agent or employee of the Port Authority or the ULOHC shall be charged personally with any liability or held liable under any term or provision of this Agreement, or because of its execution or attempted execution, or because of any breach or alleged breach hereof.

### SECTION G – LIABILITY

As between the Port Authority and the ULOHC, the ULOHC shall be responsible for defending itself, at its own expense, against any and all suits, claims, losses, demands or damages of its employees, agents or contractors, in connection with the performance of the

obligations assumed by the ULOHC pursuant to this Agreement. The ULOHC hereby releases the Port Authority from any and all liabilities, claims, lawsuits, losses, costs, expenses and demands of any kind or nature whatsoever, arising under state and/or federal law, out of or in connection with the ULOHC's performance of the obligations assumed by ULOHC pursuant to this Agreement, including, but not limited to, the administration and operation of the Center.

#### SECTION H – MISCELLANEOUS

1. The ULOHC shall not issue, or permit to be issued, any press release, advertisement, or literature of any kind which refers to the Port Authority unless the ULOHC first obtains the written approval of the Port Authority. Such approval may be withheld if for any reason the Port Authority believes that the publication of such information would be harmful to the public interest or is in any way undesirable.
2. The parties shall promptly and fully inform each other of any patents, patent disputes, copyright, trademark, trade secret and other intellectual property rights, disputes or infringements, whether existing or potential, of which the parties have knowledge, relating to any ideas, designs, methods, materials, equipment or other matter related to the subject matter of this Agreement.
3. The ULOHC represents and warrants that, in the performance of its obligations under this Agreement, it will comply with all applicable laws, rules and regulations, and it will, to the best of its ability, perform the services called for under this Agreement. The ULOHC further represents and warrants that no restriction exists on its right to enter into this Agreement, either by virtue of its obligation to any other funding sources or for any other reason whatsoever.
4. No payments, approval, failure to approve or make payment, or other act or omission to act, on the part of the Port Authority shall preclude it from subsequently asserting that any payment, approval or act on its part was incorrect and requesting an adjustment to remedy same or seeking all remedies allowed by law.

#### SECTION I – WAIVER

No waiver of any terms or conditions of this Agreement shall be effective unless in writing and signed by an authorized officer of the party agreeing to such waiver. The failure of any party to enforce any of its rights under this Agreement shall not constitute a waiver thereof.

#### SECTION J – ASSIGNMENT: NO THIRD-PARTY RIGHTS

This Agreement may not be assigned by either party without the written consent of the other. No third-party rights are intended to be created under this Agreement.

#### SECTION K – ENTIRE AGREEMENT

The entire agreement between the parties is contained herein, and no change in or modification, termination or discharge of this Agreement in any form whatsoever shall be valid or enforceable unless it is in writing and signed by both parties; provided, however, that termination in the manner herein before expressly provided shall be effective as so provided.

SECTION L – CHOICE OF LAW

This Agreement shall be governed by and construed in accordance with the laws of the State of New Jersey, without reference to choice of law principles.

SECTION M – LEGAL CONSTRUCTION

If any provision of this Agreement shall be such as to destroy its mutuality or to render it invalid or illegal, then, if it shall not appear to have been so material that without it this Agreement would not have been made by the parties, it shall not be deemed to form a part hereof, but the balance of this Agreement shall remain in full force and effect.

SECTION N – HEADINGS

The headings in this Agreement are for reference only and do not constitute part of the substance of the Agreement.

SECTION O – NOTIFICATIONS UNDER AGREEMENT

All notices required under this Agreement shall be made in writing to the following addresses, unless a change of representative or address is provided in writing:

If to ULOHC:

Elnora Watson  
President and CEO  
Urban League of Hudson County  
253 Martin Luther King Drive  
Jersey City, NJ 07305

If to the Port Authority:

Lash Green  
Director  
Office of Business Diversity and Civil Rights  
233 Park Avenue South, 4<sup>th</sup> Floor  
New York, NY 10003

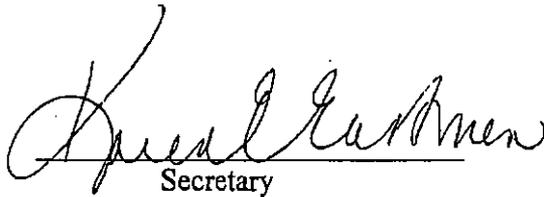
SECTION P – RESOLUTION OF DISPUTES

All disagreements under this Agreement shall be submitted to the Executive Director of the Port Authority and the President and CEO of the ULOHC for their review and decision, which decision shall be binding upon the parties. In the event that the Executive Director of the Port Authority and the President and CEO of the ULOHC shall disagree, then either party may seek all legal or equitable remedies in the Superior Court of New Jersey to the extent permitted by law.

This Agreement shall not become binding on either party until it has been fully executed by each.

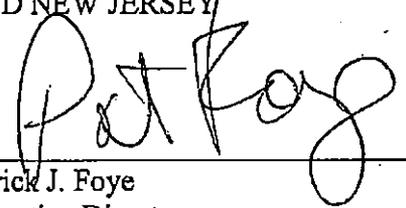
IN WITNESS WHEREOF, the parties have caused this Agreement to be signed by their authorized officers as of the day and year below written.

ATTEST:

  
Secretary

DATE: 5/20/13

THE PORT AUTHORITY OF NEW  
YORK AND NEW JERSEY

By:   
Patrick J. Foye  
Executive Director

ATTEST:



DATE: 5-15-2013

URBAN LEAGUE OF HUDSON COUNTY, INC.

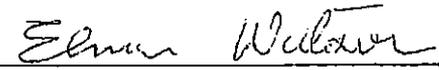
By:   
Elnora Watson  
President and Chief Executive Officer

EXHIBIT A

**URBAN LEAGUE OF HUDSON COUNTY, INC  
PROPOSED BUDGET FOR TRAINING  
FOR A THREE YEAR PERIOD ENDED 12/31/2015**

SOURCES OF FUNDS	YEAR 1	YEAR 2	YEAR 3	TOTAL
PORT AUTHORITY OF NY/NJ	\$500,000	\$500,000	\$500,000	\$1,500,000
OTHERS*	\$250,000	\$250,000	\$250,000	\$ 750,000
<b>TOTAL INCOME</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$2,250,000</b>

PROGRAM EXPENSES	YEAR 1	YEAR 2	YEAR 3	TOTAL
<b>PERSONNEL</b>				
PROGRAM DIRECTOR	\$ 35,000	\$ 70,000	\$ 70,000	\$ 175,000
INSTUCTORS	\$ 45,000	\$132,500	\$132,500	\$ 310,000
ADM. SUPPORT STAFF	\$ 50,000	\$ 90,000	\$115,000	\$ 255,000
BENEFITS	\$ 39,000	\$ 87,750	\$ 95,250	\$ 222,000
<b>TOTAL PERSONNEL</b>	<b>\$169,000</b>	<b>\$380,250</b>	<b>\$412,750</b>	<b>\$ 962,000</b>
<b>CONSULTANTS</b>				
PROGRAM/CURRICULUM DESIGNER	\$ 80,000	\$ -	\$ -	\$ 80,000
BUS. DEVELOPMENT/GOV. CONSULTANTS	\$150,000	\$120,000	\$120,000	\$ 390,000
<b>GRAND TOTAL PROGRAM EXPENSES</b>	<b>\$230,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$ 470,000</b>

OCCUPANCY	YEAR 1	YEAR 2	YEAR 3	TOTAL
LEASE/BUY	\$ 72,000	\$144,000	\$144,000	\$ 360,000
UTILITIES	\$ 5,000	\$ 12,000	\$ 12,000	\$ 29,000
INSURANCE	\$ 6,000	\$ 12,000	\$ 12,000	\$ 30,000
CLEANING & MAINTENANCE	\$ 5,000	\$ 10,000	\$ 10,000	\$ 25,000
SECURITY	\$ 3,000	\$ 6,000	\$ 6,000	\$ 15,000
<b>TOTAL</b>	<b>\$ 91,000</b>	<b>\$184,000</b>	<b>\$184,000</b>	<b>\$ 459,000</b>

MATERIALS & SUPPLIES	YEAR 1	YEAR 2	YEAR 3	TOTAL
GENERAL OFFICE SUPPLES	\$ 10,000	\$ 8,000	\$ 8,000	\$ 26,000
CONSUMABLE SUPPLES	\$ 7,000	\$ 6,000	\$ 6,000	\$ 19,000
<b>TOTAL</b>	<b>\$ 17,000</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>	<b>\$ 45,000</b>

CAPITAL ASSETS	YEAR 1	YEAR 2	YEAR 3	TOTAL
VANS - 2	\$ 60,000	\$ -	\$ -	\$ 60,000
COMPUTUERS - 30	\$ 26,000	\$ -	\$ -	\$ 26,000
EQUIPMENT/TOOLS	\$120,000	\$ 33,500	\$ -	\$ 153,500
BOOKS & TRAINING MATERIALS	\$ 28,000	\$ -	\$ -	\$ 28,000
TOTAL	\$234,000	\$ 33,500	\$ -	\$ 267,500

OTHER COST	YEAR 1	YEAR 2	YEAR 3	TOTAL
COMMUNICATIONS INTERNET	\$4,000	\$ 6,000	\$ 6,000	\$ 16,000
INSURANCE -VEHICLES, ETC	\$2,000	\$ 5,000	\$ 5,000	\$ 12,000
PRINTING & REPRODUCTION	\$1,000	\$ 2,000	\$ 2,000	\$ 5,000
VEHICLES MAINT./GAS, TOLLS	\$1,000	\$ 3,250	\$ 3,250	\$ 7,500
MISC. EXPENSE	\$1,000	\$ 2,000	\$ 3,000	\$ 6,000
TOTAL	\$9,000	\$ 18,250	\$ 19,250	\$ 46,500

GRAND TOTAL

\$750,000	\$750,000	\$750,000	\$2,250,000
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**URBAN LEAGUE**  
OF HUDSON COUNTY

*Empowering Communities.  
Changing Lives.*

Robert Kociolek, Board Chairperson  
Elnora Watson, President / CEO

November 6, 2014

**VENDOR # 177114**  
**INVOICE # 000** <sup>5</sup>

The Port Authority of New York and New Jersey  
225 Park Avenue South  
New York, New York 10003

Urban League of Hudson County, Inc.  
253 Martin Luther King Drive  
Jersey City, NJ 07305

**AGREEMENT INFORMATION**

Three-Year Agreement Ceiling \$1,500,000  
Agreement Period: May 1, 2013 – April 30, 2016  
Starting Month: May  
Starting Year: 2013

*(Handwritten: 11/12/14)*

**Detail of Payments from Port Authority of NY/NJ as at September 8, 2014:**

Initial Payment – First Quarter: Check # 1280249: P.O. # AD601-138	\$125,000.00
Second Payment – Second Quarter: Check # 1290847: P.O. # AD601-138	\$125,000.00
Third Payment – Third Quarter: Check #1300423: P.O. # AD601-138	\$125,000.00
Fourth Payment – Fourth Quarter: Check #1314252: P.O. # AD601-138	\$125,000.00
Fifth Payment – First Quarter of 2 <sup>nd</sup> Year: Check#1326247: P.O. # AD601-138	\$125,000.00

**Billing For Second Quarter of 2<sup>nd</sup> Year:**

**Amount Requested for this quarter: \$125,000.00**

To Render Technical Services and Administer the Construction Pre-apprenticeship Training Programs and Business

**Agreement Balance as at November 6, 2014 \$875,000.00**

Please call Muhammad Umar, Chief Financial Officer at 201-451-8888 ext. 115 if you have any questions regarding this invoice.

*(Handwritten: 750,000)*



**URBAN LEAGUE**  
OF HUDSON COUNTY

*Empowering Communities.  
Changing Lives.*

Joseph F. Allen, Board Chairperson  
Elnora Watson, Executive Director / CEO

November 10, 2014

Dear Mr. Green,

As per our agreement with the Port Authority of New York and New Jersey, this provides our quarterly assessment of where the Urban League of Hudson County (ULOHC) currently stands regarding the development of its Civil Construction Pre-Apprenticeship Program (CCPP) and Entrepreneurial Development Center (EDC). The administrative progress of the program includes several milestones:

- The ULOHC has confirmed that a full compliance strategy works best when projects are inclusive.
- The Civil Construction Pre-Apprenticeship Program has certified more than 60 men and women.
- The Civil Construction Pre-Apprenticeship Program has widened its unionization effort to include programs providing more amenable union entry.
- The ULOHC is revamping its preparation to better equip its students for passing entrance exams.
- The ULOHC is increasing its safety certification for pre-apprentices completing the entire program.

Believing that persistence will overcome resistance, the ULOHC remains true to its goals of getting more qualified workers into the union. We have expanded our teaching efforts to include electricity. This will provide inroads to alternate union positions such as flagger and signal technician – non-traditional positions still within the scope of our agreement.

Our contacts at KWM, Ms. Caprari and Mr. McKernan remain the most supportive of our colleagues though they too claim limitations due to project labor agreements. We have recently heard from Mr. Engelman of Skanska and expect to meet in the coming days. Efforts for inclusion on the Bayonne Bridge project are being negotiated. We continue to leverage relationships for the best opportunities, but find union policy disproportionately impairing our constituents.

The Urban League of Hudson County remains committed to our discussed goals. We hope you will participate in our community event this coming December. Let's talk soon and continue this beneficial interaction.

Sincerely,

Ms. Elnora Watson

CEO Urban League of Hudson County

Per our agreement the following milestones continue to confirm or to move past our expectations:

**...the construction pre-apprenticeship training program....**

Attendance for the Civil Construction Pre-Apprenticeship has directly correlated to the perceived likelihood of *immediate* jobs. This is particularly true of local contractors. When Urban League connects contractors to city projects, they incentivize residents and address our stipulation in the agreement regarding *preparing business owners for work on regional construction projects*. The result has been increased confidence from developers, increased experience for ULOHC-trained contractors and laborers, and increased visibility for the Civil Construction Pre-Apprenticeship program.

The ULOHC is increasing its marketing effort so interest remains high. The Urban League has found success via word-of-mouth promotion, but feels actively targeting our efforts will increase our success rates. Though outperforming a majority of employment agencies (estimated employment rates for Nov. 2013 – July 2014 are approximately 53% based on anecdotal evidence), Urban League has strategized a more reliable mix of targeted audience appeal and word of mouth will yield greater success in recruiting. Focusing on populations that have the capacity to fully participate will help tremendously in educating new recruits. Individuals in a supervised situation come with the incentive and supervision needed to see the program through to its completion and reap the full benefits of the Civil Construction Pre-Apprenticeship Program.

Urban League has also found that increased interest is generated from constituent desire to secure OSHA-10 certifications. For those residents that attend ULOHC classes, OSHA-10 is an opportunity to supplement their construction knowledge. As unions have increased their criteria, so has the CCPP. Our OSHA-30 recipients have the knowledge, the experience, and the credibility to lead. Joined with their construction training, ULOHC OSHA certification is a confidence building asset to participant job readiness.

	<b># OSHA-10/30 Training</b>	<b>OSHA-10/30 Certified</b>
<b>June</b>		
<b>July</b>		
<b>August</b>	32	32
<b>September</b>	16	48
<b>October</b>		48
<b>November</b>	20/10	68/10

In all, the Urban League Civil Construction Pre-Apprenticeship program has been able to meet its goal and gather the learning necessary to improve its results. In its first full year the Civil Construction Pre-Apprenticeship program has created 68 job-ready constituents.

**.... linking participants with union apprenticeship opportunities.**

Pat Kellerher, President of the Building Trades Association has remained unavailable. However, the Laborer's Union did contact us directly about their latest recruitment effort. We were surprised to find more stipulations were added to the opportunity i.e. candidates arrange their own transport and pay for their own drug tests. The Urban League can assuage some of this

difficulty by providing transport to test sites and leveraging our relationship with Care point Inc. to conduct sanctioned drug-testing. These circumstances have paved the way for further discussion, particularly with Local #3. Efforts by the City of Jersey City to prevent Urban League success in training have also been addressed. The carpenters' union has also been very responsive to our constituents. Students unable to pass their entrance exam are offered a chance to participate in the carpenter union's own pre-apprenticeship but constituents see it as an inconvenience since it is unpaid, further away, and offers the same benefits as the ULOHC pre-apprenticeship .

We have entered several students in a local painting apprenticeship. The Pittsburgh Paint and Gas Company (PPG) is a principal sponsor of this program and equips participants to become certified painting specialists, and get into the painters union. Several of the coveted positions in this class were earned by ULOHC pre-apprentices and with their previous training, they have excelled. These participants can join the International Union of Painters and Allied Trades (IUPAT) Egg Harbor, Local #711 or Newark, Local #1310.

To address the efficacy issues our students have with union exams, we have revamped our curriculum to provide a more complete learning experience. We will embody several aspects of creating successful test-takers – computation skills, construction knowledge and applied literacy skills.

Some tests are taken on the computer. These are more daunting for populations that have not used them daily i.e. formerly incarcerated, the chronically unemployed, and blue collar workers. Adding distantly remembered math in confusingly worded questions gives you a recipe for disaster. A more general comfort with reading, understanding what is read, and being confident in computational skills, whether online or on paper, is critical to establishing participant proficiency.

Additionally, we have added new team member with OSHA certification as a trainer and NCCER certification as an Instructor. Our literacy instructor has a union understanding and advanced experience teaching underserved populations, computer use and financial literacy. Each of them will be invaluable in helping residents achieve their certification and attain their construction career goals.

In providing its constituents union apprenticeship opportunities, the Civil Construction Program sees increasing improvement and continuing opportunity. One candidate has entered the union via conventional testing; six constituents are poised to enter the painter's union as they complete recommended painters training, and more constituents are being considered for the Laborers union in Hackensack and New York City locals as we negotiate with Local #3.

### ***Capacity building, training, business, project management and construction company mentoring ....***

Contractor capacity building for Port Authority projects requires some contractors seeing an increase in their bidding success. When possible Urban League has directed contractors to opportunities, or tried to help contractors with bidding and estimates. Our efforts were meant to assure pre-apprentices are hired for those projects. It meets our goals for building a workforce that has the work experience necessary for larger jobs. However, contractors are not finding success in their bids. The ULOHC is adding additional expertise to the effort, however further mentorship inside the Port Authority may be a solution for improving these outcomes.

The ULOHC also believes it can elicit more contractor involvement with a public event or Expo that explains, in laymen's terms, exactly what the Port Authority can do for them. The Urban League will invite as many contractors as possible to participate and promote themselves at the Community event. We see an ideal setting to recruit and inform more contractors how they can participate in Port Authority programs and start the process of signing up.

KWM has tentatively agreed to present at our Expo telling participants about their history and goals. ULOHC believes their inclusion in a Community Expo will raise resident awareness while awakening KWM to their potential impact on the community. Contractors and laborers will be on-site, interested, and asking questions. Attendees will demonstrate their desire to partake in the opportunities KWM has to offer. KWM can promote ULOHC as the best chance for a fair opportunity to work on any of the three multi-billion dollar projects currently happening and can confirm that real jobs await those working through the Urban League of Hudson County.

***Preparing minority and female workers and minority and women business owners for civil construction projects...***

ULOHC still believes focusing on compliance will meet the business needs of the Port Authority. The Urban League is diligent in making its contractors compliant:

- Minority majority ownership stake of 51% or more (with a notarized transfer of ownership document when needed)
- WBE, MBE, DBE, SBE, EPA, FEIN designations
- Wage and Hour compliance following prevailing wage and Davis Bacon rules
- Copy of formation documents and financial statement.

To produce more certified female construction workers, ULOHC has focused on partnering with local women's groups that also believe in the opportunity for women to contribute in the construction industry. Women's groups that have clients who are chronically unemployed are a contributing resource, as are social service organizations which recommend our program as a means to independence and self-reliance. ULOHC has also done an outstanding job of sensitizing its trainees to the importance of treating women on the job site as equal colleagues. For fellow laborers, women represent another job site partner and like a male, their actions could save lives, so they are respected.

Contractors also forego much of their sexism as we have tutored them to do. Contractors understand that women crews are valued in state and federally funded projects. They also understand that often women are more capable organizers and can add to their efficiency where brute force may not work.

Contractors who have been Port Authority certified include:

- Montero Development 303 Forest Ave, Jersey City, NJ
- 3D Demolition Contractors 29 Argyle Terrace, Irvington, NJ
- Johnson Electric LLC 154 Wegman Parkway, Jersey City, NJ
- Miracle Construction 118 Greenville Avenue, Jersey City, NJ
- Brown Construction 108 McAdoo Avenue, Jersey City, NJ

- Barnes Construction Management LLC 138 Wilkerson Avenue,  
Jersey City, NJ
- Builders Corps 252 Garfield New Jersey, NJ
- Napa Parts 976 Broadway, Bayonne, NJ \*

*(Recently #2 in his job bid for Napa Parts)*

We have also seen interest from more non-traditional entrepreneurs who seek Port Authority contracts i.e. Fish Window Cleaning, Just Jazz JWG Promotions, and Hart & Sons, a company of professional painters. As more show interest, we will seek PA advice on how these non-traditional vendors might contribute to Port Authority goals.

In all, the Urban League of Hudson County Pre-Apprenticeship program continues to move forward positively. Our constituents can be targeted so more people complete the program and are ready to work for the Port Authority. Simple adjustments and increased partner activity will raise our capacity and efficacy. For our contractors, reassurances that they will be getting jobs and that the Urban League is instrumental to that process will be sufficient to secure their engagement.



**URBAN LEAGUE**  
OF HUDSON COUNTY

*Empowering Communities.  
Changing Lives.*

Robert Kociolek, Board Chairperson  
Elnora Watson, President / CEO

December 13, 2013

Lash Green, Director  
Office of Business Diversity & Civil Rights  
Port Authority of NY & NJ  
233 Park Avenue South, 4<sup>th</sup> Floor  
New York, NY 10003

Dear Mr. Green:

As per agreement with the Port Authority of New York and New Jersey, this provides a quarterly assessment of where the Urban League of Hudson County (ULOHC) currently stands regarding the development of its Civil Construction Pre-Apprenticeship Program (CCPP) and Civil Construction Entrepreneurial Development Center (EDC). The developmental progress of the CCPP includes the satisfaction of important milestones:

- Bolstered the program's teaching staff with recruitment of volunteer Math tutor with construction experience.
- Developed a code of conduct for CCPP participants facilitating construction worker sensibilities and complimenting the goals of the ULOHC and Port Authority NY/NJ association.
- Secured cooperation of local Contractors allowing supervised pre-apprentice visits to active sites.
- Secured accreditation for training curriculum from NCCER and union practice exams for pre-apprentices.
- Secured additional minority subcontractor interest and a potential MBE supplier for Port Authority prime and subcontractors.

For a comprehensive debrief of our activities to this juncture, we have documented:

- Recruitment results: inquiries, registrants, participants, union test applicants.
- Tutorial curriculum addressing student deficiencies and problem-solving from different union exams.
- Revised curriculum explanations and schedules for CCPP.
- Process assessment denoting gaps in our recruitment procedures that prevent full enrollment.

The Urban League of Hudson County remains committed to our discussed goals and moves positively forward in achieving them.

Sincerely,

Ms. Elnora Watson, President/CEO

**REVIEW OF URBAN LEAGUE OF HUDSON COUNTY CIVIL CONSTRUCTION WORKER TRAINING  
PROGRAM AND ENTREPRENEURIAL DEVELOPMENT CENTER**

**SUMMARY**

**WORKER TRAINING PROGRAM**

1. ULOHC selected of ten candidates
2. Union officials have visited the center to assist in the program
3. Rules of conduct for the participants have been developed with participants having to sign an acknowledgement form
4. Increase in registration through conversations and social media
5. Recruitment of Women
6. Re-entry candidates (Ex-Offenders)
7. Core Curriculum – sanctioned by the National Center for Construction Education and Research (NCCER)
8. Accreditation – ULOHC has filed for accreditation under the rules of the NCCER
9. Description of the Core Curriculum
10. Specialized Training – Driver's License, OSHA training, etc.

**ENTREPRENEURIAL DEVELOPMENT**

11. Getting contractor's certified with the agency
12. Firms not located in Jersey City are committed to using Minority and Women workforce located in Jersey city
13. Exhibits

### **First Steps**

At the beginning of this endeavor, ULOHC was able to select its participants from a pool of applicants. A general announcement was made regarding the ULOHC Civil Construction Pre-apprenticeship program. Departments such as Jersey City Department of Employment and Training and The Office of Community Affairs announced the program. Initial excitement was strong.

Quickly the number of applicants was too much to handle, but recognizing changes were needed, ULOHC selected a superlative group for its first class. The result was an initial class that is adept and committed. The program has focused on these individuals, ten (10) in their beginnings and now seven (7), six weeks later (based on average attendance of at least 80% since Nov 1<sup>st</sup>). A second group entered its second week. They started as four and two remain, averaging 75% attendance. We now have nine (9) strong participants.

### **The Revised Process**

When the ULOHC orientation made it clear that no jobs were being promised, there was a significant loss in interest. Now it became necessary to engage and assign students as quickly as possible. Where originally, the ULOHC envisioned a three-part intake process, the community reaction demanded a more responsive and unencumbered approach:

- Candidates were invited to find out and be educated about careers in the Civil Construction field.
- Candidates were tested to benchmark their levels of understanding in math and reading comprehension.
- After benchmarking, candidates were placed in math tutorial classes to raise their math and reading comprehension levels to union standards.
- Post tutorial phase, pre-apprentice candidates are taught the OSHA Safety rules with the expectation that they will take the OSHA- 10 certification test.
- Participants will next learn the NCCER Core Curriculum. With completion of each module their scores are posted online.
- An Advisory Committee will assess the sincerity of prospective participants in a final interview.

These candidates will be prepared to satisfy the requirements of the OSHA-10 certification, secure their driver's license and meet the rigors of three union exams: carpenter, concrete, and electrical. The Advisory Committee (including union, ULOHC board and general contractor representatives) (see Exhibit I) will interview pre-apprentice aspirants after they have taken at least one of their exams.

### **Intake Adjustments**

ULOHC held community meetings in its conference room to explain the program. These informational meetings were open to the public so everyone could be informed. Information was shared with other ULOHC departments so clients could inform their significant others who might seek such an opportunity.

ULOHC has had union-related officials visit the Civil Construction Entrepreneurial Center to advise us on our Civil Construction Pre-apprenticeship learning environment. Here visitors could also speak to ULOHC representatives capable of answering their program questions.

We spoke frankly about the sacrifices to be made, the challenge of following the Urban League plan and the likely results if participants did follow the plan. We were eventually able to stoke the flames of interest into civil construction passion once again. More people inquired about the Civil Construction Pre-apprenticeship Program. More people filled out applications and more people were tested so we could understand the challenges before us.

### **Code of Conduct**

ULOHC sees great importance in providing a standard for its participants to live by. Many of our clients have found it challenging to abide by the norms of societal behavior, and it is our mission as a community organization to help them through their adjustment period.

No attempt is made to coddle constituents. Instead it is imperative to provide structure, rules, and boundaries. The Code of Conduct provides some basic expectations for how constituents are to behave while associated with the Urban League, and puts them on notice that they will be held accountable for their own outcomes while we will provide whatever assistance we can to help them meet their goals. (See Exhibit III.

### **Baseline (TABE) Testing**

The Jersey City Department of Employment and Training (JCDET) has been instrumental in administering basic skills testing using the Tests of Adult Basic Education (TABE). Initial planning attempted to provide new skills to candidates from previous programs. Proper investigation into current status of previous clients was difficult due to personnel cuts. We had to forge new bonds with new participants.

With limited resources, the goal became testing rather than screening. Those who were interested filled out applications, were given an overview of the program, explained why they wanted to participate and then returned for the actual examination on a later date. ULOHC representatives were frank in their explanation that this program was not a guarantee of a position nor would participants be paid. For many this served as the first filter. Initially, ULOHC provided participant test scores to those who requested them. While satisfying their curiosity, it also squelched some of their enthusiasm. More than half those who saw their scores early (52%), quit the program early. Anecdotally the revelation seemed to be another filter. Those consigned to believing failure was inevitable fulfilled their prophecy. Others (48%) heeded our warning. Their levels were not representative of potential but practice.

After the first two test groups, results would remain secret until after re-testing. The number of registrants who would actually participate in the program, not just sign up became the goal.

### **Tutoring - Phase I**

We set our sights on exciting participants about the pre-apprenticeship opportunity. We used more conventional, controllable means of reaching our local audience. The predominance of communication was executed via Facebook, Twitter, and email blasts (Exhibits -VI, VII, VIII). Among our postings were photographs (Exhibits -X) of the students interacting in class, so readers could put a face on the mysterious program about which they had heard conflicting stories.

We also had agents in the community starting conversations and recommending to potential recruits that they should come to the Urban League for more information.

While we cannot claim definitively that these tactics were the turning point for our efforts, they do seem to coincide with the greatest increases in our registrations. What is more interesting is that the number of people who stayed after they began the program averages over 70%. (See Exhibit V)

A large part of our success is found in increasing student understanding of increasingly difficult math. At first it is rudimentary and emphasis is placed on formulas and simple computations. After several weeks, students graduate to applicable math, where their formula and operations memory is then applied to construction situations. ULOHC has been very successful in converting participant fears into confidence.

### **Women Recruitment**

ULOHC has also been mindful of the need for more women in its workforce development effort. While initial response has not been as vigorous as hoped, more women are inquiring. A previous applicant has now completed personal imperatives allowing her the time for participating in the next class. A second woman has enthusiastically made her commitment known as she tests for inclusion in the next class. We have seen increasing interest from female applicants and our agents in the field are recruiting women wherever they see them. We expect an increase in applicants as new women are seen in social media imagery.

### **Re-Entry Participants**

About 40% of our current applicants have a previous criminal record. Ex-offenders seem evenly dispersed among applicants from 20 – 50 years old. Generalizations about those who have remained in the program are few. Our people are committed. Even those who claimed to have no proficiency in math have returned regularly and on time. Participants with or without criminal records exhibit no statistical differences in their ability to understand and accomplish the work. Commonalities derived from those who have not continued the program are anecdotal.

- 1) Incompletes had low reading and math comprehension scores but in most cases showed the capacity to do the work.
- 2) Incompletes showed no attitudinal issues in class that would hint at their difficulty or disgruntlement.
- 3) Incompletes did not announce their departure but simply avoided contact with ULOHC and fellow participants.

## **Tutoring – Phase II**

Building on meetings with union representatives, contractors, and City officials, the Urban League re-positioned its initiative as preparatory instruction. The first phase of tutoring allowed participants to catch up with their math and reading comprehension. Proficiency was re-established through practice. Phase I pre-apprentices were made capable of solving basic geometry, algebra, conversions, fractions, and calculations.

ULOHC phase II pre-instruction has been supplemented by a volunteer Math tutor experienced as a Construction Project Manager. He is familiar with construction math and its applications. Phase II instruction goes beyond proficiency to application – using math to address real life construction situations. Students come to understand these mock problems firsthand from this volunteer Teaching Assistant.

## **Site Visits**

Discussions with construction professionals enlightened us to several contractor concerns: the industry is more technologically oriented, more team oriented, and more mathematical than ever seen before. There is a skills and mentality expectation for new construction workers that cannot be marginalized. Responsibility, good listening skills, and hard work remain the foundation of a good craft laborer. Site visits demonstrate these qualities first hand.

## **How It Works**

Students are expected to arrive on time on location at 7am of their assigned mornings. The instructor/supervisor will provide pre-apprentices with a scrubbing or preparatory assignment. A scrubbing assignment will call for the pre-apprentice to clean something or tidy a work area as a helper. The prepping assignment will require piling materials in locations convenient to the sequence of work to be accomplished on that day. For two hours before classes on their assigned morning, pre-apprentices attend to their tasks at the site and observe craft professionals undertaking their assignments as well. They can ask questions but must stay with their assigned professional until it is time to go to class. Craftsmen report their opinions to the supervisor and the supervisor returns with that information for our inclusion in pre-apprentice dossiers. In this way, ULOHC is able to monitor and hold pre-apprentices accountable for their soft skill growth in: responsibility, listening and work ethic.

## **Core Curriculum**

For any of the classwork achieved by pre-apprentices to have value, it must be sanctioned by the National Center for Construction Education and Research. The NCCER is the national standard for civil construction education and the national accreditation source for the Civil Construction Industry in the United States. All students will follow the accredited Core Curriculum offered by NCCER as taught by an accredited NCCER Master instructor.

### Accredited Sponsor

ULOHC has filed for accreditation under the rules of the NCCER Supporter agreement and has filed the necessary paperwork for its own Master Instructor. As a registered entity with the NCCER, ULOHC becomes the only pre-apprentice sponsor site located in a New Jersey urban area. ULOHC cannot presently execute most of the hands-on components of the curriculum, but can have professionals demonstrate to our students without breaching our agreements as a sponsor. Teaching the proper use of tools however is a component that union officials prefer their constituents to handle themselves.

Under the auspices of our Master Trainer, pre-apprentices will be taught the Core Curriculum, tests will be administered according to NCCER rules, and results will be mailed to NCCER headquarters. NCCER officials will then post the results on their website.

This Core Curriculum includes:

- **Introduction to Construction Math: (10) hours.** Course explains mathematical functions as they relate to construction trades. How to use and read measurement tools; decimal-fraction conversions, and basic geometry.
- **Basic Communication Skills: (7.5) hours.** Techniques for communicating effectively. Examples emphasize the importance of verbal and written communication on the job, including phone and e-mail communication skills.
- **Basic Employability Skills: (7.5) hours.** Identifies roles in the civil construction industry. Discusses critical thinking and problem solving skills, basic computer systems, relationship skills, effective self-presentation, and workplace issues (i.e. sexual harassment, stress, & substance advice).
- **Basic Safety: (12.5) hours.** Explains safety obligations; discusses causes and results of accidents and proper use of protective equipment. Examines hazardous materials and chemicals exposure, welding, cutting hazards, and confined spaces precautions. Complies with federal (Occupational Safety and Health Administration) OSHA-10 training requirements.
- **Introduction to Materials Handling: (5) hours.** Safe materials handling techniques and procedures are introduced for common jobs at the civil construction site.
- **Introduction to Construction Drawings: (10) hours.** Covers components, symbols and how to interpret the different types of civil construction drawings.
- **Introduction to Hand Tools: (10) hours.** Introduces a variety of the tools commonly used at civil construction sites and includes safety and maintenance.
- **Introduction to Power Tools: (10) hours.** Descriptions of commonly used power tools, their applications, use, safety, and proper maintenance.

### Schedule Revisions

ULOHC presumed that it could provide a traditional schedule for participants that would have them working early each morning and continuing into the early evening. It was an intense schedule simulating a college curriculum. However many students must be allowed leeway for family responsibilities while not earning a salary. While conventional wisdom asserts that current behavior will become habit, personal

experience highlights that an actual paycheck is far more motivating than an opportunity. There is a difficulty for staff and students in fulfilling the inflexible concept of an ideal academic schedule.

ULOHC is confident however that its adjustments will be successful. Classes will start later so single parents may drop off their kids and have sufficient time to sleep for early morning site visits. Ending class by three o'clock allows pick-up of children, departure for part-time jobs, and sufficient time for sleep to make early morning site visits. Extended hours after 3pm also allows for one-on-one tutorials and after class computer opportunities. These considerations are key components in our rethinking of the Core Curriculum teaching schedule. (See Exhibit IX for Revised Schedule).

### **Specialized Training**

ULOHC has discovered that its constituents are in need of additional services if they are to achieve success. The need for a driver's license must be addressed before testing for a craft union. ULOHC representatives will highlight the need for a license during all phases of the process. As the core curriculum is implemented, pre-apprentices will be reminded more earnestly about the need to address these personal milestones.

In addition to a driver's license, pre-apprentices will be expected to have their OSHA-10 Safety certification. The Occupational Safety and Health Administration is the safety standard for the construction industry. As a construction worker, most sites will not even allow you on the location without such certification. ULOHC can train students for their OSHA certification. It was a part of the original schedule, now its timing will be adjusted.

In addition to core curriculum training, the preparatory goals of the program include knowledge for three craft profession exams – carpenter, concrete, and electrical. While these will not always be professions of interest, we do believe knowledge encompassing at least two crafts can make the pre-apprentice desirable on a greater number of civil construction operations. All of our pre-apprentices are attempting to learn enough to pass more than one construction craft union exam. A diverse knowledge base will make them a more credible helper and an employed worker for more months year round.

In the final assessment, ULOHC is satisfied that its revised strategy is viable, executable, and can achieve our goals. The ULOHC pre-apprentices will be prepared with:

- A Class D driver's license,
- OSHA-10 certification, and
- Core curriculum certifications in seven modules with over 70 hours of preparation and an additional 72.5 hours of classroom instruction.
- Passing grade on union exam

Our pre-apprentices should be sufficiently proficient to master up to three different union craft tests, securing that their work schedule will remain active, and they will more likely be recruited as an apprentice. With the accomplishment of those milestones, pre-apprentices should be ready to interview for an apprenticeship. ULOHC is prepared to help constituents with their resumes and will film mock interviews so participants can hone their interview skills.

## Entrepreneurial Development

The management coursework offered by the ULOHC Entrepreneurial Development Center (EDC) is meant for Contractors and Civil Construction Company entrepreneurs. Local construction entrepreneurs are not looking for classes to improve their work crews. They are looking for work to *employ* their crews. Two organizations have taken the initiative to secure their Port Authority certification:

- Montero Development 303 Forest Ave, Jersey City, NJ
- 3D Demolition Contractors 29 Argyle Terrace, Irvington, NJ\*

The ULOHC has been increasing its credibility in recruiting additional local contractors by having frank conversations about what we can do and how we can do it. The ULOHC has since offered a holistic approach to local contractors and we are working cooperatively to get their certifications fulfilled:

1. Secure your paperwork as a Contractor so you can become eligible for Port Authority sub-contracting opportunities.
2. Shore up your workforce using individuals who have been formally trained in applying math to general construction skills.
3. Bid for Port Authority jobs as a minority subcontractor who can help general contractors satisfy their compliance needs with knowledgeable talent.
4. The ULOHC has secured the involvement of Frank Dawkins, a former Civil Engineer with over 35 years of civil construction experience. Mr. Dawkins can help bolster contractor sustainability by adding his expertise to their project bids.
5. THE ULOHC can also offer the services of former Project Manager Manny Olivo in pricing for bids and planning construction work.

As a result of our conversations, several contractors have ventured beyond their comfort zone to embark on their professional journey with the New York /New Jersey Port Authority. The following contractors are preparing to submit their paperwork for certification.

- Johnson Electric LLC 154 Wegman Parkway, Jersey City, NJ
- Miracle Construction 118 Greenville Avenue, Jersey City, NJ
- Brown Construction 108 McAdoo Avenue, Jersey City, NJ
- Barnes Construction Management LLC 138 Wilkerson Avenue, Jersey City, NJ
- Builders Corps 252 Garfield New Jersey, NJ\*
- Napa Parts Bayonne, NJ \*

\*Though not from Jersey City, this vendor has secured bids in Jersey City and is committed to using Jersey City women and minority talent on local sites. We have also made acquaintance with a minority retailer hailing from Bayonne NJ. While not a contractor, he can be qualified as a minority supplier for NY/NJ Port Authority prime and sub-contractors.

ULOHC has emphasized to its local entrepreneurs that as construction entities, their best chance for gainful employment comes with a long-term project providing prevailing wages. Their agreement is evidenced in their increased effort to become certified for Port Authority projects.

### **Assessment**

The Urban League also understands that it must regularly evaluate its programs and participants in order to continually improve its effort and drive CCPP and EDC towards success. Evaluation sheets were used by participants to assess the ULOHC in its initial pre-apprenticeship efforts. (See Exhibit XI)

Anecdotal information tells us that for the most part participants are:

- satisfied with their experience,
- uncertain if they will get a job but
- certain they are learning valuable introductory information regarding Civil Construction trades

Overall, participants do believe this is a worthy initiative and that it will lead them to a job. They feel more ready to take tests and appear to be more confident with the information and computation work than they had previously.

The instructors are very impressed with the progress of the students and their ability to regain their mathematical muscle memory. Participants who have been out of school for decades are now recalling and using geometric and algebraic formulas with proficiency. Instructors emphasize to constituents that even thus far, they have achieved a mighty feat and should feel some pride in moving that much closer to their goals.

# EXHIBITS

**Exhibit I**

**ADVISORY COMMITTEE**

**Ed Fowlkes – Contractor**

**Keith Davis – New Jersey Employment and Training Corp.**

**Gerard Balmir – New Jersey Laborers' -- Employers' Cooperation and Education Trust**

**Raymond Myers – Construction Code Official**

**Robert Cavanaugh – Attorney for Utility Supplier**

## Exhibit III –Code of Conduct

### I. INTRODUCTION

This Client/Participant Code of Ethics and Conduct (“Code”) details The Urban League of Hudson County’s policies for its employees and service receivers. ULOHC is committed to a quality reputation that values integrity, respect and truthfulness, and a strong commitment to the highest ethical standards. These principles apply to employee interactions with students, the employers that hire them, coworkers, vendors, government, regulatory agencies and the general public. This Code applies to ULOHC personnel, its Board of Directors, [collectively, “employees”], and its service participants or clients. ULOHC program participants must be familiar with this Code and adhere to its guidelines.

This Code is not a comprehensive guide of all ethical issues that employees may face, but merely highlights specific problems. In dealing with ethical problems not detailed in this Code, employees and service receivers are expected to use common sense and their best moral judgment. If a Civil Construction Pre-Apprenticeship participant has ethical questions, please contact Arnold Stovell. This policy may be modified or updated at any time. ULOHC welcomes participants’ suggestions on changes in this Code.

### II. COMPLIANCE WITH APPLICABLE LAWS AND REGULATIONS

ULOHC has a policy to observe all laws, rules, and regulations of government agencies and authorities. This specifically includes requirements under the Higher Education Act, as amended, regulations of the United States Department of Education, the policies of accrediting agencies, as well as other state and federal laws. If federal, state or local law exists that is either contradictory or stricter than this policy, then employees must apply the law.

### III. CONFLICTS OF INTEREST

ULOHC civil construction pre-apprenticeship clients must avoid having a personal, business, financial, or other interest, activity or relationship, outside ULOHC that has or may be in conflict with ULOHC or its students. Any material transaction or relationship that may give rise to an actual or perceived conflict of interest should be discussed with Arnold Stovell.

Conflicts of interest may include, but are not limited to, the following situations:

- Outside Employment- employees should not perform work or render direct consulting or managerial services for an organization that competes or does business with ULOHC without appropriate approval from management.
- Having a personal, social, or romantic relationship with a student or prospective participant.
- Managers or supervisors may not engage in a sexual, romantic, or dating relationship with participants.

- Accepting loans or gifts of entertainment, food, or cash of \$50 or more from students, clients, regulatory or any outside concern that does or seeks to do business with or is a competitor to ULOHC.
- Obtaining a personal financial benefit in any sale or loan of company property.
- Performing services for students outside those consistent with ULOHC's mission of providing adult education and career training programs.
- Using or disclosing any confidential information gained during participation for personal benefit or the benefit of others, including a future employer.

#### **IV. EMPLOYMENT/PARTICIPATION PRACTICES**

##### **Discrimination and Harassment**

- ULOHC prohibits discrimination and harassment of students or employees whether or not the incidents occur on ULOHC property and whether or not the incidents occur during business hours.
- ULOHC follows federal, state, and local law to ensure equal recruitment, employment, compensation, development and advancement opportunity for all qualified individuals, and prohibits deliberate harassment based on federally protected categories of race, color, religion, sex, national origin, age, or disability.

**Workplace Violence-** ULOHC does not tolerate workplace violence including threats, threatening behavior, harassment, intimidation, assaults or similar conduct.

**Weapons Policy-** ULOHC employees, program participants, and clients may not carry firearms or other weapons on ULOHC facilities.

**Illegal Drugs and Alcohol Policy** ULOHC employees must not distribute, possess or use illegal or unauthorized drugs or alcohol on ULOHC property, or in connection with ULOHC business.

##### **Dress Code Policy**

All participants are expected to exemplify proper grooming standards in a manner that projects an appropriate image for a safe workplace, the ULOHC, and the participant. Shirts shall be worn inside slacks with belts on one's waist at all times. Shirts and blouses must have button down or straight collars, turtlenecks and polo styles are permitted. All tops must be worn tucked inside pants, slacks or skirts. Athletic shoes, laced shoes and/or shoe boots, loafers, dress shoes, mules, steel-toes boots or shoes or other closed toes/closed heel shoes are acceptable. Students shall not wear house slipper, flip-flops, or any other type of footwear that could constitute a safety hazards.

## V. BOOKS AND RECORDS

**Accurate and Complete Business Records** – ULOHC civil construction pre-apprenticeship program employees and participants must act in good faith not to misrepresent material facts in ULOHC books and records or in any internal or external correspondence, memoranda, or communication of any type, including telephone or electronic communications.

**Financial Reporting**- All ULOHC civil construction pre-apprenticeship program funds, assets, liabilities and receipts must be recorded in accordance with generally acceptable accounting procedures. There cannot be any "off the books" accounts.

**Proper Maintenance of Records**- ULOHC civil construction pre-apprenticeship program maintains documents in accordance with all applicable laws and regulations. If ULOHC employees or participants receive a subpoena, a request for records or other legal papers or if we have reason to believe that such a request or demand is likely, the law requires ULOHC to retain all relevant records and contact the appropriate representative.

**Cooperation with Auditors**- ULOHC civil construction pre-apprenticeship program employees and program participants must cooperate fully with internal and outside auditors during examination of ULOHC's books, records, and operations.

## VI. ADMISSIONS PROCESS

**Business Communications**-Civil construction pre-apprenticeship program employees and program participants must not make public statements regarding issues or matters of ULOHC about which they are not authorized spokespersons.

**Advertising and Marketing**- ULOHC's civil construction pre-apprenticeship program policy takes necessary steps to assure that all advertised products or services in any of its literature, exhibits or other public statements is true, supported by documentation, and does not mislead customers.

## VII. USE OF COMPANY RESOURCES

### Internet and Electronic Mail Policy

- Civil construction pre-apprenticeship program employees and program participants may use the Internet and send and receive electronic mail solely for business purposes.
- ULOHC electronic mail system is a company resource, and ULOHC reserves the right to read, view and copy any email communications.
- Civil construction pre-apprenticeship program employees and clients must take reasonable care not to disclose confidential information, or acquire unauthorized information over the Internet.

**Equipment and Supplies**- All equipment and supplies purchased by ULOHC remain ULOHC property, including but not limited to office supplies, office furniture, fax machines, computers, software, hardware, text books, supplies and equipment, and may not be used by ULOHC employees or program participants for personal reasons.

**Political Activity-** ULOHC encourages employees and its clients to participate in the political process on their own time. Employees and participants may not use ULOHC's resources, reputation or assets to support a political candidate.

**Non-work Related Interests-** ULOHC employees may not use ULOHC facilities to promote non- ULOHC or non-work related interests of the participant, employee, or of third parties without prior consent of participant instructor and or employee supervisor.

**Proper Use of Organizational Assets-** ULOHC employees or program clients may only use, transfer, or dispose of funds or assets for the lawful and legitimate business purposes for which they were approved by ULOHC's civil construction pre-apprenticeship.

## VIII. PRIVACY AND CONFIDENTIALITY

**Confidential Information-** ULOHC employees and civil construction pre-apprentices must exercise care to avoid disclosing non-public, internal, secret, or proprietary information related to ULOHC or its clients to unauthorized persons, either within or outside ULOHC during employment, attendance, or afterwards, except as such disclosure is legally mandated or approved by ULOHC.

**Employee Access to Confidential Information-** Only ULOHC civil construction apprenticeship employees that truly need to know confidential information to conduct their business have access to confidential information and must take necessary steps to keep this information private and confidential.

**Confidential Information of Participants/Employees-** Employment and medical records of ULOHC civil construction apprenticeship applicants and ULOHC employees are confidential and private. Medical Records may only be disclosed if the client provides a written release or required by applicable law.

**Financial Information of Current and Former Students** must be protected as required by privacy laws and regulations.

**Requirements under The Family and Education Rights and Privacy Act of 1974, as amended ("FERPA")** - FERPA includes limitations on student educational records that institutions can disclose without the student's prior written consent. FERPA requirements apply to current and former students of ULOHC For further explanation of FERPA policy please refer to the FSA handbook.

## IX. RESOURCES:

- a. Contact Information
  - i. Human Resources department
  - ii. Legal Department/ General Counsel
  - iii. Outside Counsel
  - iv. Civil Construction Program Representative

## **X. COMPLIANCE WITH THE CODE**

All ULOHC civil construction pre-apprenticeship program employees and program participants must know this Code and adhere to its guidelines. If questions arise please contact Arnold Stovell

**Supervisors/Instructors-** Civil construction pre-apprenticeship program supervisors and instructors must take reasonable care to assure that subordinate employees or program participants are complying with these guidelines. Supervisors are responsible for misconduct by employees if the supervisor orders misconduct, or ratifies the conduct, even by inaction; if the supervisor or instructor has direct authority and knows of the conduct but fails to act appropriately; or should have known with reasonable diligence that the actions occurred.

## **XI. REPORTING ACTUAL OR SUSPECTED VIOLATIONS OF THE CODE**

**Requirement to Report Actual or Suspected Violations of the Code:** Employees and participants must report any actual or suspected violations of this Code to civil construction apprenticeship program representative Arnold Stovell. Failure to report any actual or suspected violations of the Code is in itself a violation of this Code.

**Non-Retaliation Policy:** Civil construction pre-apprenticeship program employees and program participants will not be retaliated against or subject to any form of reprisal for raising a good faith concern under this policy or participating in an investigation into any such concerns. Retaliation is a serious violation of this Code and should be reported immediately.

**Investigation of Alleged Violations of the Code:** All inquiries, complaints, and reports will be promptly investigated. Civil construction pre-apprenticeship program employees and clients are expected to cooperate in the investigation. Reasonable measures will be taken to preserve confidentiality of the claim and the identity of anyone who reports a suspected violation or participated in the investigation. If you are unsure whether a violation has occurred, ULOHC encourages you to seek advice from program representative Arnold Stovell before acting.

## **XII. ZERO-TOLERANCE POLICY TOWARD VIOLATIONS OF THE CODE**

ULOHC takes a zero-tolerance approach to violations of this Code, failure to report actual or suspected violations of the Code, or retaliation against whistleblowers. Employees or program participants that are found to have violated this Code or retaliated against whistleblowers will have their employment or participation with ULOHC terminated.

**ACKNOWLEDGEMENT FORM FOR CODE OF CONDUCT AND ETHICS**

I have read and am familiar with ULOHC's Employee Code of Ethics and Conduct. I will comply with and enforce the policies in this Code in its entirety.

I understand my responsibility to promptly report any incident of misconduct or perceived misconduct that I may experience or witness. I further understand that ULOHC takes a zero-tolerance approach to violations of this Code, and that violations of the Code or retaliation against whistleblowers will result in termination of employment and /or participation in the program.

By signing this acknowledgement I am indicating that I have read and will abide by ULOHC's Employee/Participant Code of Ethics and Conduct.

\_\_\_\_\_  
Participant Name (signature)

\_\_\_\_\_  
Participant Name (printed)

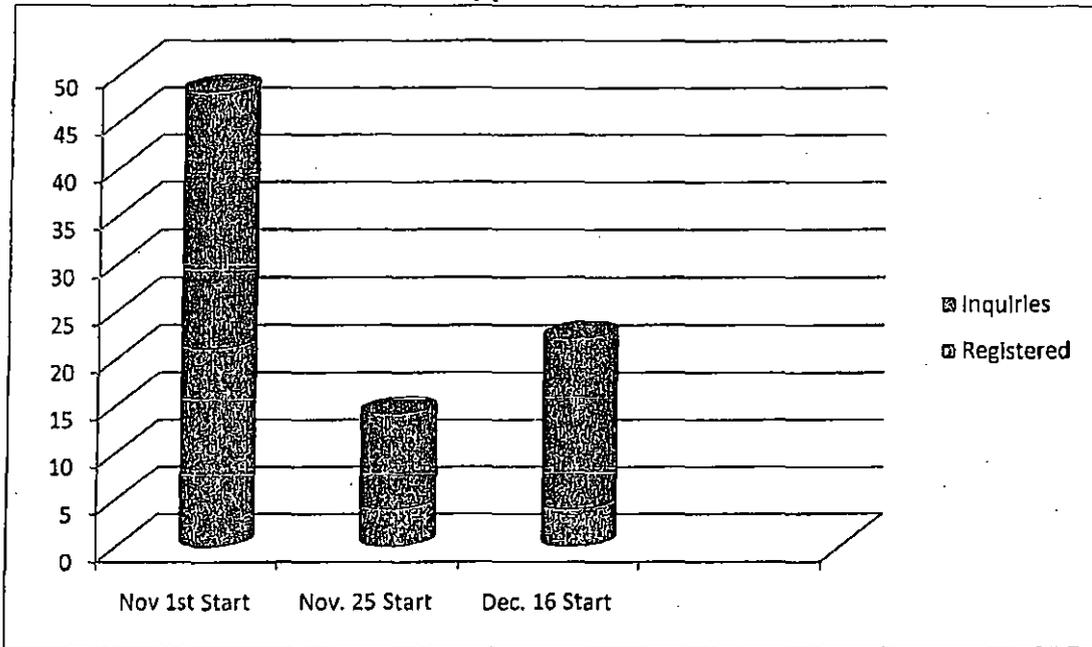
\_\_\_\_\_  
Program

\_\_\_\_\_  
Date

Participants sign and return this last page, keeping the actual agreement for their own reference at any time.

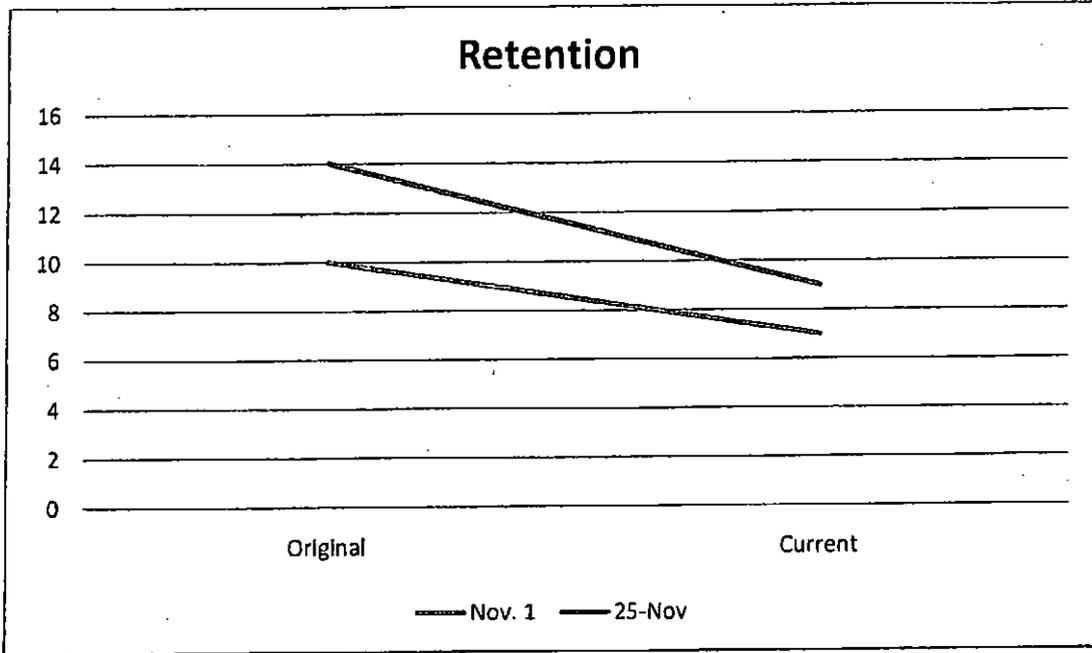
Exhibit IV

Applicants



	Inquiries	Registrations
Nov. 1 <sup>st</sup> Start	21	17
Nov. 25 Start	10	4
Dec. 16 Start	18	4

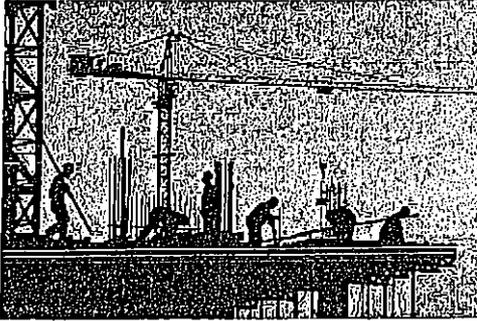
Exhibit V



	Original	Current
Since Nov. 1 <sup>st</sup> Start	10	7
Since Nov. 25 Start	14	9
Projected Dec 16 Start	18	13

## Exhibit VI - SOCIAL MEDIA SAMPLES

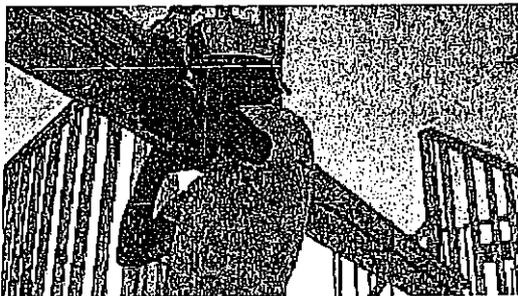
On Wednesday Nov. 20, ULOHC will be enrolling new students in its Civil Construction pre-apprenticeship program. Any wishing to join the program come to 253 Martin Luther King Drive, 4th fl. @ 10 am.



APPLICATIONS BEING ACCEPTED FOR CIVIL CONSTRUCTION PRE-APPRENTICESHIP PROGRAM  
WEDNESDAY, 9:30 AM. BASIC SKILLS TESTING SAME DAY @ 253 Martin Luther King Drive.  
PURSUE A TRUE CAREER IN CONSTRUCTION!



CIVIL CONSTRUCTION PRE-APPRENTICESHIP CLASSES. Testing for classes TUESDAY OCT. 22nd 10 AM.  
Join the classes that will get you the training to prepare for union apprenticeships and get PAID!



**Exhibit VII - TWEETS**

If you want a Civil Construction Career check out ULOHC @ 201-451-8888. Call for training.



Pre-Apprenticeship Program – Urban League, Jersey City. 201-451-8888 Call Today! You won't regret it!



Want to be in Civil Construction? Call The Urban League in Jersey City. 201-451-8888. Make your dreams come true! Make your family's dreams come true! Make it happen!



### Exhibit VIII - E-MAIL BLASTS



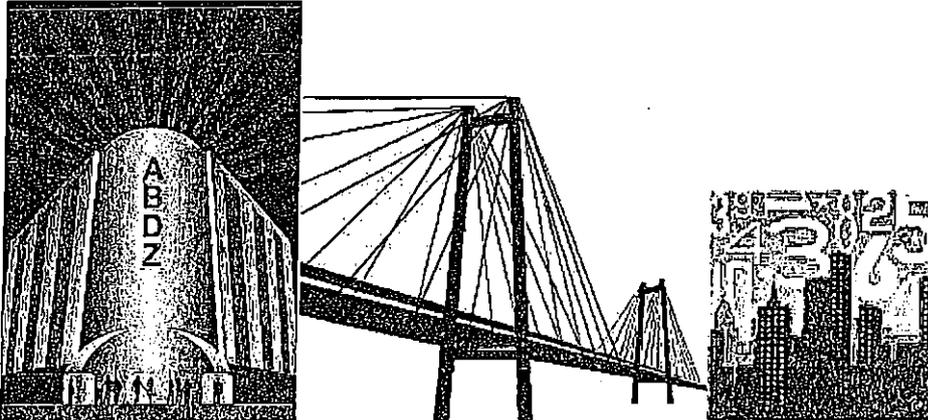
GO TO THE URBAN LEAGUE FOR INFORMATION ON FREE CLASSES LEADING TO JOBS IN THE CONSTRUCTION INDUSTRY. INFORMATION SESSION THURS 3-4 PM.

TAKING APPLICATIONS AND RESUMES AT:

~Urban League of Hudson County 253 Martin Luther King Drive in Jersey City and

~The Jersey City One Stop 895 Bergen Avenue In Jersey City.

LEARN SO YOU CAN EARN! A STEADY INCOME IS WAITING FOR YOU!



Urban League of Hudson County is still accepting applications for its Civil Construction Pre-Apprenticeship Training program. Go to Urban League 253 MLK Drive In Jersey City and fill out an application. Taking these classes could lead to a serious job.

Exhibit IX – Revised Schedule

Wk. 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	
10am	Careers in Construction	Intro Construction Math	Intro Construction Math	Intro Construction Math	TESTING
11am	Tools for Success	Intro Construction Math	Intro Construction Math	Intro Construction Math	GUEST SPEAKER
Noon	LUNCH	LUNCH	LUNCH	LUNCH	
1pm	Applied Construction Math	Safety Orientation	Safety Orientation	Safety Orientation	SURVEY
2pm	Safety Orientation	Safety Orientation	Safety Orientation	Safety Orientation	
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	

Wk. 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	
10am	Intro Construction Math	Intro Construction Math	Intro Construction Math	Intro Construction Math	Intro to Construction Drawings
11am	Safety Orientation	Safety Orientation	Safety Orientation	Safety Orientation	Intro to Construction Drawings
Noon	LUNCH	LUNCH	LUNCH	LUNCH	
1pm	Intro to Construction Drawings	TESTING			
2pm	Intro to Construction Drawings	SURVEY			
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	

Wk. 3	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
7am*	Construction Site Visit	Construction Site Visit	Construction Site Visit	Construction Site Visit	
10am	Basic Safety	Basic Safety	Basic Safety	Basic Safety	Intro Materials Handling
11am	Basic Safety	Basic Safety	Basic Safety	Basic Safety	TESTING
Noon	LUNCH	LUNCH	LUNCH	LUNCH	
1pm	Intro Materials Handling	Intro Materials Handling	Intro Materials Handling	Intro Materials Handling	GUEST SPEAKER
2pm	Basic Safety	Basic Safety	Basic Safety	Basic Safety	SURVEY
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	

Exhibit IX – Revised Schedule

Wk. 4	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
7am*	Construction Site Visit	Construction Site Visit	Construction Site Visit	Construction Site Visit	
10am	Intro to Hand Tools	TESTING			
11am	Intro to Hand Tools	GUEST SPEAKER			
Noon	LUNCH	LUNCH	LUNCH	LUNCH	
1pm	Intro to Power Tools	SURVEY			
2pm	Intro to Power Tools				
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	

Wk. 5	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
7am*	Construction Site Visit	Construction Site Visit	Construction Site Visit	Construction Site Visit	
10am	Intro to Construction Drawings	Basic Employability	Basic Employability	Basic Employability	TESTING
11am	Intro to Construction Drawings	Basic Employability	Basic Employability	Basic Employability	GUEST SPEAKER
Noon	LUNCH	LUNCH	LUNCH	LUNCH	
1pm	Communication Skills	Communication Skills	Communication Skills	Communication Skills	SURVEY
2pm	Communication Skills	Communication Skills	Communication Skills	Communication Skills	
3pm	Basic Employability	Basic Employability	Basic Employability	Basic Employability	

Wk. 6	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
7am*	Construction Site Visit	Construction Site Visit	Construction Site Visit	Construction Site Visit	
10am	OSHA-10 REVIEW	Rigging	Rigging	Rigging	TESTING
11am	OSHA-10 REVIEW	Rigging	Rigging	Rigging	GUEST SPEAKER
Noon	LUNCH	LUNCH	LUNCH	LUNCH	
1pm	OSHA-10 PRACTICE TEST	Rigging	Rigging	Rigging	SURVEY
2pm	OSHA-10 PRACTICE TEST	Rigging	Rigging	Rigging	
3pm	OSHA-10 PRACTICE TEST	Rigging	Rigging	Rigging	

**Exhibit X- Posted Photographs**



**ULOHC CIVIL CONSTRUCTION INSTRUCTOR WEEKLY REVIEW**  
**(Exhibit XI -B)**

Date: \_\_\_\_\_

Instructor Reviewed: \_\_\_\_\_

Participant Submitting: \_\_\_\_\_

Do you feel more prepared for testing than last week?

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Is your instructor helpful? Is his/her style useful in teaching you the material?

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Any recommendations for your Instructor?

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What is most important in helping you learn the materials?

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Scale (circle):    1- Poor            2 – Fair            3 – Good            4 – Very Good            5 – Excellent



# EMPLOYEE TIMESHEET

## Family Support Programs

Name: Elaine Dawson Employee Id: 5539 Weekending: December 13, 2013

MON	7:00a	8:00a	9:00a	10:00a	11:00a	12:00p	1:00p	2:00p	3:00p	4:00p	5:00p	6:00p	
:10			Rpt	MTG	MTG	MTG	LUN	CM	CM	CM			
:20			↓	↓	↓	↓	↓	↓	↓	↓			
:30													
:40													
:50													7 hrs
:59													Total Hours
TUES	7:00a	8:00a	9:00a	10:00a	11:00a	12:00p	1:00p	2:00p	3:00p	4:00p	5:00p	6:00p	
:10			SVP	SVP	SVP	SVP	CM	CM	CM	CM			
:20			↓	↓	↓	↓	↓	↓	↓	↓			
:30													
:40													
:50													7 hrs
:59													Total Hours
WED	7:00a	8:00a	9:00a	10:00a	11:00a	12:00p	1:00p	2:00p	3:00p	4:00p	5:00p	6:00p	
:10			SVP	SVP	SVP	SVP	CM	CM	CM	CM			
:20			↓	↓	↓	↓	↓	↓	↓	↓			
:30													
:40													
:50													7 hrs
:59													Total Hours
THUR	7:00a	8:00a	9:00a	10:00a	11:00a	12:00p	1:00p	2:00p	3:00p	4:00p	5:00p	6:00p	
:10			SVP	SVP	SVP	SVP	CM	CM	CM	CM			
:20			↓	↓	↓	↓	↓	↓	↓	↓			
:30													
:40													
:50													7 hrs
:59													Total Hours
FRI.	7:00a	8:00a	9:00a	10:00a	11:00a	12:00p	1:00p	2:00p	3:00p	4:00p	5:00p	6:00p	
:10			SVP	SVP	SVP	SVP	CM	CM	CM	CM			
:20			↓	↓	↓	↓	↓	↓	↓	↓			
:30													
:40													
:50													7 hrs
:59													Total Hours

**TOTAL HOURS PAID: 35 hrs**

OUTR - OUTREACH CC - CASE CONFERENCE PROG - PROGRESS REPORT/CONTACT LOG MOCL - MONTHLY CLIENT REPORT PREP MOPR - MONTHLY PROGRAMATIC REPORT CM - CASE MANAGEMENT TRA - TRAINING DATA - DATA ENTRY SUPER VISIT - SUPERVISING VISITS MAINT-VEHICLE/LOG & MAINTENANCE SICK - SICK JURY - JURY DUTY DEATH - DEATH IN FAMILY	MTG - MEETING REF - REFERRAL TELE - TELEPHONE CONTACT SCHED - SCHEDULEING OF APPOINTMENTS QUPR - QUARTERLY PROG REPORT PREP BOARD - BOARD OF DIRECTORS MEETING AGENDA - MONTHLY/WEEKLY AGENDA XER - COPYING, MAILING, FAXING REPORT - VARIOUS REQUIRED REPORTS LUN - LUNCH ADM - ADMINISTRATION HOL - HOLIDAY INT-INTAKE	INDS - INDIVIDUAL SESSIONS GRPS - GROUP SESSIONS MSP - MONTHLY STATUS REPORT ASM - ASSESSMENT EXP - EXPENSE REPORT BRK - BREAK SUPV - SUPERVISION PERS - PERSONAL TIME OFF EMER - EMERGENCY INHOUSE - IN-HOUSE TRAINING SPLPRJ - SPECIAL PROJECT ST-SENIOR TIMESHEET TRV-TRAVEL
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Employee Signature

*Elaine Dawson*

Approved by:

*Elaine Dawson*

EXHIBIT A

**URBAN LEAGUE OF HUDSON COUNTY, INC  
PROPOSED BUDGET FOR TRAINING  
FOR A THREE YEAR PERIOD ENDED 12/31/2015**

SOURCES OF FUNDS	YEAR 1	YEAR 2	YEAR 3	TOTAL
PORT AUTHORITY OF NY/NJ	\$500,000	\$500,000	\$500,000	\$1,500,000
OTHERS*	\$250,000	\$250,000	\$250,000	\$ 750,000
TOTAL INCOME	\$750,000	\$750,000	\$750,000	\$2,250,000

PROGRAM EXPENSES	YEAR 1	YEAR 2	YEAR 3	TOTAL
PERSONNEL				
PROGRAM DIRECTOR	\$ 35,000	\$ 70,000	\$ 70,000	\$ 175,000
INSTUCTORS	\$ 45,000	\$132,500	\$132,500	\$ 310,000
ADM. SUPPORT STAFF	\$ 50,000	\$ 90,000	\$115,000	\$ 255,000
BENEFITS	\$ 39,000	\$ 87,750	\$ 95,250	\$ 222,000
TOTAL PERSONNEL	\$169,000	\$380,250	\$412,750	\$ 962,000
CONSULTANTS				
PROGRAM/CURRICULUM DESIGNER	\$ 80,000	\$ -	\$ -	\$ 80,000
BUS. DEVELOPMENT/GOV. CONSULTANTS	\$150,000	\$120,000	\$120,000	\$ 390,000
GRAND TOTAL PROGRAM EXPENSES	\$230,000	\$120,000	\$120,000	\$ 470,000

OCCUPANCY	YEAR 1	YEAR 2	YEAR 3	TOTAL
LEASE/BUY	\$ 72,000	\$144,000	\$144,000	\$ 360,000
UTILITIES	\$ 5,000	\$ 12,000	\$ 12,000	\$ 29,000
INSURANCE	\$ 6,000	\$ 12,000	\$ 12,000	\$ 30,000
CLEANING & MAINTENANCE	\$ 5,000	\$ 10,000	\$ 10,000	\$ 25,000
SECURITY	\$ 3,000	\$ 6,000	\$ 6,000	\$ 15,000
TOTAL	\$ 91,000	\$184,000	\$184,000	\$ 459,000

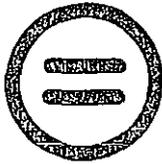
MATERIALS & SUPPLIES	YEAR 1	YEAR 2	YEAR 3	TOTAL
GENERAL OFFICE SUPPLES	\$ 10,000	\$ 8,000	\$ 8,000	\$ 26,000
CONSUMABLE SUPPLES	\$ 7,000	\$ 6,000	\$ 6,000	\$ 19,000
TOTAL	\$ 17,000	\$ 14,000	\$ 14,000	\$ 45,000

CAPITAL ASSETS	YEAR 1	YEAR 2	YEAR 3	TOTAL
VANS - 2	\$ 60,000	\$ -	\$ -	\$ 60,000
COMPUTUERS - 30	\$ 26,000	\$ -	\$ -	\$ 26,000
EQUIPMENT/TOOLS	\$120,000	\$ 33,500	\$ -	\$ 153,500
BOOKS & TRAINING MATERIALS	\$ 28,000	\$ -	\$ -	\$ 28,000
TOTAL	\$234,000	\$ 33,500	\$ -	\$ 267,500

OTHER COST	YEAR 1	YEAR 2	YEAR 3	TOTAL
COMMUNICATIONS INTERNET	\$4,000	\$ 6,000	\$ 6,000	\$ 16,000
INSURANCE -VEHICLES, ETC	\$2,000	\$ 5,000	\$ 5,000	\$ 12,000
PRINTING & REPRODUCTION	\$1,000	\$ 2,000	\$ 2,000	\$ 5,000
VEHICLES MAINT./GAS, TOLLS	\$1,000	\$ 3,250	\$ 3,250	\$ 7,500
MISC. EXPENSE	\$1,000	\$ 2,000	\$ 3,000	\$ 6,000
TOTAL	\$9,000	\$ 18,250	\$ 19,250	\$ 46,500

GRAND TOTAL

\$750,000	\$750,000	\$750,000	\$2,250,000
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**URBAN LEAGUE**  
OF HUDSON COUNTY

*Empowering Communities.*  
*Changing Lives.*

Robert Kocielek, Board Chairperson  
Elnora Watson, President / CEO

January 14, 2016

Dear Mr. Green,

This is to submit the 2015 year-end report on the Urban League of Hudson County (ULOHC)'s Construction Pre-Apprenticeship Program (CCPP) and Entrepreneurial Development Center (EDC). In the past year, the program has:

- Developed a full compliance strategy that works best during ongoing projects.
- Certified over one hundred twenty-three (123) men and women in OSHA safety.
- Returned nearly one hundred and two (102) men and women to the ranks of the workforce

We have maximized opportunities for elder chronically unemployed residents of Jersey City and increased the income of significant numbers in the Greenville and Bergen-Lafayette areas. We are focusing on a new segment of younger adults who did not go to college, and have supplemented the coursework with practice in the field doing community service projects that will hone their skills. This approach is the difference between student and apprentice. Our next goal is to understand the non-union tasks of the Port Authority and its partners, so we may target those abilities in our continued training.

We expect that matching the Port Authority with trained, skilled, workers will satisfy our mutual needs. The Urban League of Hudson County remains committed to these goals. We hope we may meet soon to discuss how to reinvest in these efforts bringing new prosperity to our partnership.

Sincerely,

Muhammad Umar, Interim CEO

Per our agreement the following milestones continue to confirm or to move past our expectations:

***...the construction pre-apprenticeship training program....***

The efforts to train applicants this season were severely impeded by the lack of projects accepting local workers. Many students could not wait for union entry to be made available, and found viable, paying positions elsewhere.

Constituents found gainful employment before joining the union. Some returned to preparatory classes to prepare for the union exam and left again. A majority opted to take their OSHA 10 certification across the river to find construction work as laborers in New York City. Though not as stable as a union job, constituents found it a more lucrative way to wait for an opening. A sharp decrease in carpentry attendance was due to these job opportunities seducing students away from NCCER training classes.

Moving forward the program seeks more opportunities that provide pre-apprentices real world experience. Partnering with trusted contractors, the pre-apprentices will work on churches and non-profits in order to gain the experience needed to claim work with new independent contractors. The additional benefit will come in the organizations providing recommendations based on workers' performance.

***Capacity building, training, business, project management and construction company mentoring ....***

To help contractors with bidding and estimates, ULOHC has prepared solutions for estimating as well as financing if contractors can complete their registration process as Port Authority vendors. Contractor response has been short-sighted for smaller vendors and more capable contractors remain busy on other jobs. Meanwhile, the ULOHC remains a resource for contractors to turn to allowing us to revisit the issues of registration when they are more fiscally capable.

***.... linking participants with union apprenticeship opportunities.***

The carpenters union has admitted four ULOHC applicants. One trainee is a woman. Since the summer, the union pre-apprenticeship has assessed and included eight former ULOHC trainees. Even with union entry, mega-project jobs are reserved for more senior crafts personnel.

***Preparing minority and female workers and minority and women business owners for civil construction projects...***

At its high point the ULOHC Construction Entrepreneur Development Center was able to test and testify to the competency of owners of Bee's Construction, Broad Construction Associates, and Builders Corp. This was done as New Jersey statutes included a competency clause to determine whether an owner is knowledgeable of their construction related business. These companies meet the state requirement that a contractor or construction company owner must have a working knowledge of the business and its activities. Bee's Construction is 100% compliant and has managed and completed multi-million dollar projects. Broad Construction is smaller, woman-owned and operated, and competent but they must attain additional certifications as verification. Hart & Sons has sought vendor status as a woman-owned and operated painting contractor but awaits certification paperwork. We are impressing upon the vendors that they must not only have their paperwork in order but be able to provide as many as five separate endorsements from previous work completed.

**Annual Overview**

ULOHC has now distilled the consistent practices that will successfully provide worker resources:

- Compliance training making each worker and contractor fully aware of their rights and responsibilities.
- Construction training including class work, lab work and insights from experienced carpenters serves to illustrate the expectation of a real worker.
- Field service which includes working on projects for local churches and non-profit organizations. This on-site experience is important for incorporating the work-site teamwork that is expected in construction settings.
- (OHS-10) provides a basic understanding of safety standards at a worksite and (OSHA-30) provides union level education of safety and the additional hazards presented by heavy machinery and larger craft worker teams.

For the ULOHC constituency, certifications were their most valuable tool in securing a living wage job.

While non-union status made it more difficult to find local jobs, constituents often found work in Manhattan. While earning money in other positions, former participants waited for union test results and or decided not to risk unemployment waiting for union opportunities.

Contractor concerns were difficult to address. The prosperity that had propelled many contractors was now absent as larger construction firms that were willing to work with them previously were less amenable given the new work. Unfortunately, sub-contractors shortcomings were cited, as contractors could not meet the reported criteria for new projects.

The ULOHC sees a solution in recruiting new contractors and returning to previous contractors who retained the spirit of cooperation and professionalism that had worked so well during earlier projects.

From December 2013 to December 2014, the ULOHC Pre-Apprenticeship Program was the catalyst for over 75 people learning new skills, reapplying themselves to a goal, and finding a living wage job to support their family as they had never been able to do before. More were able to earn safety certifications that made them employable outside their neighborhood. Additionally more than half of those individuals found the satisfaction of achieving a goal and completing their certification training. For too many, this feat represented their first documented completion of anything outside of high school.

In its second year with more independent construction opportunities in the area, ULOHC has strived for more partnerships. We have sought opportunities that would position our constituents with experience for a living wage. Through the second half of 2015 numerous individuals secured the OSHA-10 safety certification necessary to find work in New York. Many have been successful but most of their success has been determination to use every ULOHC resource to secure work and further training.

We have provided individual carpentry instruction so constituents can practice techniques suitable for specific positions. We have partnered with companies installing solar cells, committed to large clean-outs, and helped reinforce structures intended for renovation. We have also started to include paint training, both exteriors and interiors, as constituents look for another union through which they may secure a stable living. With all of these opportunities the classroom instruction has been integral in establishing their professional knowledge and the temperament necessary for success. The ULOHC is now reshaping other aspects of its educational activities for pre-apprentice opportunities. For example we are including a work readiness credential which certifies one's preparedness for normal work operations. Essentially the credential is a recommendation based on the empirical evidence of the candidate's test scores and a viable indicator of their likely success in a workplace.

Additional opportunities lie in untapped abilities in safety training and excavation, electrical wiring, rigging and advanced paints and coatings – all training with popular appeal in the community and marketplace. While ULOHC can make no commitment without communication, we look forward to sitting down and negotiating the next step in our moving forward.

**Quarterly Overview**  
**Urban League of Hudson County Pre-Apprenticeship Program 2015**

**Jan. – Mar. 2015**  
(OSHA-10 completed later\*):

<b>ATTENDEE</b>	<b>COMPLIANT</b>	<b>WORKING</b>	<b>% Class EMPLOYED</b>
14	10 *	9	64%

**Apr – Jun 2015**  
(OSHA-10 completed):

<b>ATTENDEE</b>	<b>COMPLIANT</b>	<b>WORKING</b>	<b>% Class EMPLOYED</b>
48	10	38	79%

**July – Sept. 2015**  
(Based on OSHA-10 and NCCER classes completed):

<b>ATTENDEE</b>	<b>COMPLIANT</b>	<b>WORKING</b>	<b>% Class EMPLOYED</b>
51	8	46	90%

**Oct. – Dec. 2015**  
(Based on OSHA-10/30 and NCCER classes completed):

<b>ATTENDEE</b>	<b>COMPLIANT</b>	<b>WORKING</b>	<b>% Class EMPLOYED</b>
24	6	18	75%

	<b>RESULTS:</b>
<b>ATTENDEES – Attended OSHA-10 classes</b>	<b>137</b>
<b>COMPLIANT – Completed NCCER + OSHA training</b>	<b>34</b>
<b>WORKING – Found and kept a job during the quarter</b>	<b>111</b>
<b>INCREASE in EMPLOYMENT among program attendees</b>	<b>81%</b>

<b>EMPLOYMENT</b>	<b>OSHA 10 Certified Now Employed</b>	<b>NCCER Trained Now Employed</b>	<b># Certified or Trained Now Employed</b>
Oct. – Dec. Results	18	9	18
Jul. – Sept. Results	46	8	46
Apr. – Jun. Results	38	6	38
Jan. – Mar. results	9	5*	9

Number lower due to job offer during training. Constituents completed later.\*



**URBAN LEAGUE**  
OF HUDSON COUNTY

*Empowering Communities.  
Changing Lives.*

Joseph F. Allen, Board Chairperson  
Elnora Watson, Executive Director / CEO

November 10, 2014

Dear Mr. Green,

As per our agreement with the Port Authority of New York and New Jersey, this provides our quarterly assessment of where the Urban League of Hudson County (ULOHC) currently stands regarding the development of its Civil Construction Pre-Apprenticeship Program (CCPP) and Entrepreneurial Development Center (EDC). The administrative progress of the program includes several milestones:

- The ULOHC has confirmed that a full compliance strategy works best when projects are inclusive.
- The Civil Construction Pre-Apprenticeship Program has certified more than 60 men and women.
- The Civil Construction Pre-Apprenticeship Program has widened its unionization effort to include programs providing more amenable union entry.
- The ULOHC is revamping its preparation to better equip its students for passing entrance exams.
- The ULOHC is increasing its safety certification for pre-apprentices completing the entire program.

Believing that persistence will overcome resistance, the ULOHC remains true to its goals of getting more qualified workers into the union. We have expanded our teaching efforts to include electricity. This will provide inroads to alternate union positions such as flagger and signal technician – non-traditional positions still within the scope of our agreement. Our contacts at KWM, Ms. Caprari and Mr. McKernan remain the most supportive of our colleagues though they too claim limitations due to project labor agreements. We have recently heard from Mr. Engelman of Skanska and expect to meet in the coming days. Efforts for inclusion on the Bayonne Bridge project are being negotiated. We continue to leverage relationships for the best opportunities, but find union policy disproportionately impairing our constituents.

The Urban League of Hudson County remains committed to our discussed goals. We hope you will participate in our community event this coming December. Let's talk soon and continue this beneficial interaction.

Sincerely,

Ms. Elnora Watson

CEO Urban League of Hudson County

Per our agreement the following milestones continue to confirm or to move past our expectations:

**...the construction pre-apprenticeship training program....**

Attendance for the Civil Construction Pre-Apprenticeship has directly correlated to the perceived likelihood of *immediate* jobs. This is particularly true of local contractors. When Urban League connects contractors to city projects, they incentivize residents and address our stipulation in the agreement regarding *preparing business owners for work on regional construction projects*. The result has been increased confidence from developers, increased experience for ULOHC-trained contractors and laborers, and increased visibility for the Civil Construction Pre-Apprenticeship program.

The ULOHC is increasing its marketing effort so interest remains high. The Urban League has found success via word-of-mouth promotion, but feels actively targeting our efforts will increase our success rates. Though outperforming a majority of employment agencies (estimated employment rates for Nov. 2013 – July 2014 are approximately 53% based on anecdotal evidence), Urban League has strategized a more reliable mix of targeted audience appeal and word of mouth will yield greater success in recruiting. Focusing on populations that have the capacity to fully participate will help tremendously in educating new recruits. Individuals in a supervised situation come with the incentive and supervision needed to see the program through to its completion and reap the full benefits of the Civil Construction Pre-Apprenticeship Program.

Urban League has also found that increased interest is generated from constituent desire to secure OSHA-10 certifications. For those residents that attend ULOHC classes, OSHA-10 is an opportunity to supplement their construction knowledge. As unions have increased their criteria, so has the CCPP. Our OSHA-30 recipients have the knowledge, the experience, and the credibility to lead. Joined with their construction training, ULOHC OSHA certification is a confidence building asset to participant job readiness.

	<b># OSHA-10/30 Training</b>	<b>OSHA-10/30 Certified</b>
<b>June</b>		
<b>July</b>		
<b>August</b>	32	32
<b>September</b>	16	48
<b>October</b>		48
<b>November</b>	20/10	68/10

In all, the Urban League Civil Construction Pre-Apprenticeship program has been able to meet its goal and gather the learning necessary to improve its results. In its first full year the Civil Construction Pre-Apprenticeship program has created 68 job-ready constituents.

**.... linking participants with union apprenticeship opportunities.**

Pat Kellerher, President of the Building Trades Association has remained unavailable. However, the Laborer's Union did contact us directly about their latest recruitment effort. We were surprised to find more stipulations were added to the opportunity i.e. candidates arrange their own transport and pay for their own drug tests. The Urban League can assuage some of this

difficulty by providing transport to test sites and leveraging our relationship with Care point Inc. to conduct sanctioned drug-testing. These circumstances have paved the way for further discussion, particularly with Local #3. Efforts by the City of Jersey City to prevent Urban League success in training have also been addressed. The carpenters' union has also been very responsive to our constituents. Students unable to pass their entrance exam are offered a chance to participate in the carpenter union's own pre-apprenticeship but constituents see it as an inconvenience since it is unpaid, further away, and offers the same benefits as the ULOHC pre-apprenticeship .

We have entered several students in a local painting apprenticeship. The Pittsburgh Paint and Gas Company (PPG) is a principal sponsor of this program and equips participants to become certified painting specialists, and get into the painters union. Several of the coveted positions in this class were earned by ULOHC pre-apprentices and with their previous training, they have excelled. These participants can join the International Union of Painters and Allied Trades (IUPAT) Egg Harbor, Local #711 or Newark, Local #1310.

To address the efficacy issues our students have with union exams, we have revamped our curriculum to provide a more complete learning experience. We will embody several aspects of creating successful test-takers – computation skills, construction knowledge and applied literacy skills.

Some tests are taken on the computer. These are more daunting for populations that have not used them daily i.e. formerly incarcerated, the chronically unemployed, and blue collar workers. Adding distantly remembered math in confusingly worded questions gives you a recipe for disaster. A more general comfort with reading, understanding what is read, and being confident in computational skills, whether online or on paper, is critical to establishing participant proficiency.

Additionally, we have added new team member with OSHA certification as a trainer and NCCER certification as an Instructor. Our literacy instructor has a union understanding and advanced experience teaching underserved populations, computer use and financial literacy. Each of them will be invaluable in helping residents achieve their certification and attain their construction career goals.

In providing its constituents union apprenticeship opportunities, the Civil Construction Program sees increasing improvement and continuing opportunity. One candidate has entered the union via conventional testing; six constituents are poised to enter the painter's union as they complete recommended painters training, and more constituents are being considered for the Laborers union in Hackensack and New York City locals as we negotiate with Local #3.

### ***Capacity building, training, business, project management and construction company mentoring ....***

Contractor capacity building for Port Authority projects requires some contractors seeing an increase in their bidding success. When possible Urban League has directed contractors to opportunities, or tried to help contractors with bidding and estimates. Our efforts were meant to assure pre-apprentices are hired for those projects. It meets our goals for building a workforce that has the work experience necessary for larger jobs. However, contractors are not finding success in their bids. The ULOHC is adding additional expertise to the effort, however further mentorship inside the Port Authority may be a solution for improving these outcomes.

The ULOHC also believes it can elicit more contractor involvement with a public event or Expo that explains, in laymen's terms, exactly what the Port Authority can do for them. The Urban League will invite as many contractors as possible to participate and promote themselves at the Community event. We see an ideal setting to recruit and inform more contractors how they can participate in Port Authority programs and start the process of signing up.

KWM has tentatively agreed to present at our Expo telling participants about their history and goals. ULOHC believes their inclusion in a Community Expo will raise resident awareness while awakening KWM to their potential impact on the community. Contractors and laborers will be on-site, interested, and asking questions. Attendees will demonstrate their desire to partake in the opportunities KWM has to offer. KWM can promote ULOHC as the best chance for a fair opportunity to work on any of the three multi-billion dollar projects currently happening and can confirm that real jobs await those working through the Urban League of Hudson County. *Preparing minority and female workers and minority and women business owners for civil construction projects...*

ULOHC still believes focusing on compliance will meet the business needs of the Port Authority. The Urban League is diligent in making its contractors compliant:

- Minority majority ownership stake of 51% or more (with a notarized transfer of ownership document when needed)
- WBE, MBE, DBE, SBE, EPA, FEIN designations
- Wage and Hour compliance following prevailing wage and Davis Bacon rules
- Copy of formation documents and financial statement.

To produce more certified female construction workers, ULOHC has focused on partnering with local women's groups that also believe in the opportunity for women to contribute in the construction industry. Women's groups that have clients who are chronically unemployed are a contributing resource, as are social service organizations which recommend our program as a means to independence and self-reliance. ULOHC has also done an outstanding job of sensitizing its trainees to the importance of treating women on the job site as equal colleagues. For fellow laborers, women represent another job site partner and like a male, their actions could save lives, so they are respected.

Contractors also forego much of their sexism as we have tutored them to do. Contractors understand that women crews are valued in state and federally funded projects. They also understand that often women are more capable organizers and can add to their efficiency where brute force may not work.

Contractors who have been Port Authority certified include:

- Montero Development 303 Forest Ave, Jersey City, NJ
- 3D Demolition Contractors 29 Argyle Terrace, Irvington, NJ
- Johnson Electric LLC 154 Wegman Parkway, Jersey City, NJ
- Miracle Construction 118 Greenville Avenue, Jersey City, NJ
- Brown Construction 108 McAdoo Avenue, Jersey City, NJ

- Barnes Construction Management LLC 138 Wilkerson Avenue,  
Jersey City, NJ
- Builders Corps 252 Garfield New Jersey, NJ
- Napa Parts 976 Broadway, Bayonne, NJ \*

*(Recently #2 in his job bid for Napa Parts)*

We have also seen interest from more non-traditional entrepreneurs who seek Port Authority contracts i.e. Fish Window Cleaning, Just Jazz JWG Promotions, and Hart & Sons, a company of professional painters. As more show interest, we will seek PA advice on how these non-traditional vendors might contribute to Port Authority goals.

In all, the Urban League of Hudson County Pre-Apprenticeship program continues to move forward positively. Our constituents can be targeted so more people complete the program and are ready to work for the Port Authority. Simple adjustments and increased partner activity will raise our capacity and efficacy. For our contractors, reassurances that they will be getting jobs and that the Urban League is instrumental to that process will be sufficient to secure their engagement.



**URBAN LEAGUE**  
OF HUDSON COUNTY

*Empowering Communities.  
Changing Lives.*

Robert Kocolek, Board Chairperson  
Elnora Watson, President /CEO

September 8, 2014

Dear Mr. Green,

As per our agreement with the Port Authority of New York and New Jersey, this provides a quarterly assessment of where the Urban League of Hudson County (ULOHC) currently stands regarding the development of its Civil Construction Pre-Apprenticeship Program (CCPP) and Entrepreneurial Development Center (EDC). The administrative progress of the program includes several milestones:

- The ULOHC can now attest to the effectiveness of its “full circle compliance” strategy.
- The Civil Construction Pre-Apprenticeship Program has certified five NCCER approved graduates.
- The Civil Construction Pre-Apprenticeship Program has successfully helped one candidate enter the Laborers Union (Local #3).

In working to include workers in the unions we continue to persevere despite several attempts to meet with union representatives. We have remained in contact with KWM contacts Anne Caprari and Colin McKernan in alternative efforts to include former union and non-working union craftspeople. We continue to improve relations with other partners, in preparing what we believe to be the next step in meeting compliance obligations for projects of this magnitude. The Urban League of Hudson County remains committed to our discussed goals. We wish to invite you to the Urban League in September so you may see our potential. Let's talk soon, so we may meet and continue our momentum forward.

Sincerely,

Ms. Elnora Watson  
CEO Urban League of Hudson County



Per our agreement the following milestones continue to confirm or to move past our expectations:

*...the construction pre-apprenticeship training program....*

As we continue to instill confidence in the community that training opportunities result in real jobs, attendance for the Civil Construction Pre-Apprenticeship has increased. When possible, ULOHC has pursued opportunities with City of Jersey City projects in pursuit of the stipulation in the agreement regarding *preparing business owners for work on regional construction projects*. The result has been increased confidence from developers, increased experience for ULOHC-trained contractors and laborers, and increased visibility for the Civil Construction Pre-Apprenticeship program.

Program interest remains high as both applicants and attendees for our program have regularly increased.

	Applicants	Avg. # Attendees	#OSHA-10 Training	OSHA-10 Certified
June	176 #	8		
July	203 #	9		
August	202 # *	12	15	+
Graduates				5
Unique Attendees	101			
Graduation Rate				20%

# does not represent unique visitors      \*does not reflect a full month      +TBD: testing 9-16-14

Since the Laborers' Union is training for OSHA-30, we will retrain our OSHA-10 graduates to gain their OSHA-30 certification.

*.... linking participants with union apprenticeship opportunities.*

While the ULOHC is fully supportive of a mentoring program leading to union apprenticeships, the unions of northern New Jersey have not been very cooperative. Despite numerous attempts to meet, Pat Kellerher, President of the Building Trades Association, and representatives of Laborers' Local #3 have consistently been unavailable. Much of the opportunity to work directly with union officials of Northern New Jersey is still a work in progress. The State Labor Union last recruited apprentices in Jersey City in July 2014 and intend to recruit again in October.

ULOHC sent candidates to test for entry as soon as testing was made known. Many of our candidates were eliminated for not having a valid driver's license. (ULOHC has since learned the "valid" refers to non-expired.) Others were unable to commit to traveling to south Jersey for classes. Two candidates eventually made it into the apprenticeship. One was let go for tardiness. The other successfully completed union training and is now a card carrying member of the Laborer's Union Local #3. That candidate has completed training for the following certifications:

- OSHA-30
- Firewatch
- Scaffolding
- Blueprint Reading
- Pneumatic Drill
- Aerial and Scissor Lifts

“Old school” attempts to gain work site inclusion for non-working union members have been contested. Despite laborers being part of the union already, they were not welcomed at the “union” site.

Houston Stevens Compliance Officer for the New Jersey Economic Development Authority informed ULOHC of three sites that were non-complaint. Site one had a supervisor named John. Workers waited 45 minutes for John to show up to no avail. Supervisors at the second site informed us that laborers should report to the union hall. Workers at the third site also directed us to the union hall for further assistance.

Speaking with KWM, the suggestion was made that non-working union members might try to switch their books to union halls currently working on the project. Workers questioned the logic of such actions given that the new union hall would have no incentive to help unknown laborers over their familiar union associates. While attending the Goethals Bridge Partnership meeting, it was made known that the unions and KWM have a PLA that excludes non-union members. While this will not deter ULOHC activity, it does not demonstrate a mindset that is open to considerations of minority inclusion.

***Capacity building, training, business, project management and construction company mentoring ....***

Urban League of Hudson County is the capacity builder for several contractors in the Greenville area of Jersey City. Contractor capacity building in this context is closely related to proper compliance paperwork. Local contractors rely on the Urban League of Hudson County to help with bidding and estimating so they may compete with outside firms for larger jobs. This approach has assured pre-apprentices receive the experience necessary to work on larger construction jobs. Further mentorship would best be derived from interaction with construction companies working alongside our contractors on the actual project.

KWM has offered a seminar telling participants about union jobs and opportunities, however ULOHC does not believe this will be useful. Contractors and laborers have no need for pep talks or descriptions of what union work is like. Many of our contractors are former union workers themselves. All of our pre-apprentices are trained by former union workers. These participants want union access and a fair opportunity to work on any of the three multi-billion dollar projects currently happening. Any other interpretation of mentorship will be received as patronization. A union worker standard will be applied to the ULOHC civil construction pre-apprenticeship program to eliminate the perceived disparity in safety preparedness. We will also work to secure training space suitable for training pre-apprentices for the additional certifications cited in union apprenticeships.

***Preparing minority and female workers and minority and women business owners for civil construction projects...***

Preparation for regional civil construction projects has been centered on compliance. Focusing on compliance ULOHC has confirmed that each of its businesses meets Port Authority compliance standards including:

- Minority majority ownership stake of 51% or more (with a notarized transfer of ownership document when needed)
- WBE, MBE, DBE, SBE, EPA, FEIN designations
- Wage and Hour compliance following prevailing wage and Davis Beacon rules
- Copy of formation documents and financial statement.

Contractor entrepreneurs have increasingly turned to the Urban League of Hudson County to find out about enrollment on Port Authority vendor lists. We are working with additional contractors to create a more formidable, highly-trained workforce. As we confirm their compliance advances we will add them to our ranks.

Our vendor, Mike Ramdat of NAPA parts was told his bid was second beside a winning bidder that is having compliance difficulties. NAPA is awaiting Port Authority response regarding his bid. We have seen additional interest from other vendors, not necessarily related to civil construction: a window washing company, and a property management company. ULOHC will consult with Port Authority as to means for including these non-traditional entrepreneurs.

*Next Steps*

Urban League is exploring all Port Authority suggested avenues to negotiate meaningful inclusion in the mega-projects surrounding Jersey City, NJ.

- We have attended all Port Authority meetings regarding the Goethals Bridge and Pulaski Skyway projects.
- We have networked with Port Authority partners and partners with complimentary goals, all of whom may add value to our programs;
  - District and Regional Directors for U.S. Dept. of Labor
  - Women's groups: NEW and Association of Women Construction Workers
  - NJ Institute for Social Justice.
  - New Jersey Economic Development Authority
  - Several colleges

Urban League has confirmed its program as applicable to growing a workforce that is fully compliant.

- We have tested a compliance theory that works.
- We have established compliant, professional, contractors.
- We have secured sufficient work history for contractor and laborer to show experience.

Urban League is increasing its dedication to its goals with further investment in our constituents.

- We are increasing our training to match the accelerated certifications of union laborer apprentices.
- We are committing to increasing our safety training to OSHA-30
- We are teaching NCCER-approved carpentry classes.
- We are recommending students enroll in a professional paint training class.

We are seeking a facility which will accommodate increased class size and training goal



**URBAN LEAGUE**  
OF HUDSON COUNTY

*Empowering Communities.  
Changing Lives.*

Robert Kociolek, Board Chairperson  
Elnora Watson, President /CEO

April 8, 2014

Dear Mr. Green,

This provides our quarterly assessment regarding the development of the Urban League of Hudson County Civil Construction Pre-Apprenticeship Program (CCPP) and the Civil Construction Entrepreneurial Development Center (EDC).

The Civil Construction Pre-Apprenticeship Program is continuing to make strides towards fully empowering the local workforce. The program has faced several challenges. As a result we have created a more comprehensive Civil Construction Pre-Apprenticeship Program. Additional training modules are creating a skilled and fully compliant pool of applicants.

We are seeing increased inquiries, applicants and participants for the CCPP. Local construction entrepreneurs are organizing their financials to align with and apply as Port Authority sub-contractors. We are garnering more contractor interest as we train their laborers in our new OSHA-10 safety training classes. All of these efforts are developing suitably compliant resources for Port Authority projects.

The Urban League of Hudson County remains committed to our planned goals and moves positively towards achieving them.

Sincerely,

A handwritten signature in cursive script, appearing to read "Elnora Watson".

Ms. Elnora Watson  
CEO Urban League of Hudson County

## **The Candidates**

The initial class of ten completed its pre-apprenticeship requirements in Mid-February. Seven of them secured various positions in and out of construction, confirming a seventy percent (70%) employment rate. Five graduates are working locally and have been placed on the ULOHC list of qualified candidates. Three are completing their OSHA-10 certification. One of these candidates passed the Carpenters Union exam and Ironworkers exam, but was wait-listed for the Ironworker's union after his interview. More experienced candidates have been acquired via recruiting and are joining the Civil Construction Pre-Apprenticeship needing union test preparation, refresher courses, hands-on practice, and OSHA-10 certification.

## **The Entrepreneurs**

The Civil Construction Entrepreneurial Development Center (EDC) has found new relevance in the local contractor community. ULOHC has embarked on safety training directly related to new industry regulations which will increasingly affect small contractors. Contractors: *Masters Construction Group*, *Builders Corp.*, and *Barnes Construction* have invested in having their financials properly aligned for Port Authority application. Local vendor, *NAPA Inc.* has also completed its application to the Port Authority minority vendor program.

## **The Revised Process**

The ULOHC recruitment process has been liberal and non-exclusive. Self-discipline has been the determining factor in filtering students. Students who are not academically inclined but still determined to pursue a craft specialty are given a slower timetable to learn new information and apply it to union testing purposes.

New priorities are being recognized for the successful pre-apprenticeship graduate. They will now be expected to satisfy the requirements of the National Center for Construction Education and Research (NCCER) certification, OSHA-10 certification, secure their driver's license and meet the rigors of any two union exams. Tutoring is available for carpenter, concrete, electrical, and plumbing exams. This will enable them to forge a path to union apprenticeships.

## **Intake Adjustments**

In January and February, closings due to bad weather, and national holidays were among the recent challenges for Civil Construction Pre-Apprenticeship retention. The Civil Construction Pre-Apprenticeship has been lengthened to 12 weeks to allow for all advantages: two weeks are provided for math fluency, six weeks for NCCER core curriculum knowledge; two weeks for hands-on tool use and safety training and two weeks for OSHA- 10 Safety Certification. Clients may test out of a section at any time.

## **Code of Conduct**

ULOHC sees great importance in providing structure, rules, and boundaries. With the influx of interested parties, the Code of Conduct needs additional stipulations to manage constituent

expectations. Program rules are being modified for new modules, greater numbers of participants, and revised industry standards. 3

### **Baseline (TABE) Testing**

Testing will be limited to completed modules: math reintroduction, core curriculum, hands on tool use and safety, and OSHA 10 certification. Limited resources, pressing time constraints, and a needless intimidation factor have steered program practices to these more revelatory assessments of students' ability.

### **Women Recruitment**

While the program has seen increased interest from female applicants, we are still investigating improved recruitment and retention techniques.

### **Re-Entry Participants**

An increasing number of applicants have a previous criminal record. Many are focused and cooperative with no less ability to understand and accomplish the work than the currently unemployed.

### **Revised Process – Phase II**

Phase I pre-apprentices were made capable of solving basic geometry, algebra, conversions, fractions, and calculations. ULOHC instruction has been supplemented. Phase II instruction goes beyond proficiency to application – using math to address real life construction situations. It is applied in the Core Curriculum and then demonstrated by the Instructor. Students come to understand these mock problems firsthand through a Journeyman, union carpenter who is a welcome addition to the team. The program is working hard toward establishing a skills standard and readiness mentality beyond market expectation.

### **Site Visits**

Civil Construction site visits are offered to students who have completed the core curriculum and are therefore familiar with the safety expectations of being in the field. Supervised visitations provide insights into much of the class work and future work environment. Students visit local publicly funded sites as they complete their OSHA-10 certifications.

### **Accredited Sponsorship**

ULOHC has filed for accreditation under the rules of the National Center for Construction Education and Research (NCCER) and has filed the necessary paperwork for the recognition and certification of its own Master Trainer.

### **Schedule Revisions**

ULOHC presumed a traditional schedule for participants would work with morning classes continuing into early evening. Following constituents' lead, the program has instead established daytime and evening sessions.

### **Specialized Training**

ULOHC has discovered that its constituents are increasingly seeking improvements on their skills and aspirations for unions such as electrician, HVAC, plumber and ironworkers. The program has secured NCCER materials to help students on their chosen track. Also we have secured an experienced project manager to tutor for union exams in these specialties.

### **Marketing**

ULOHC uses social media and grass roots communications to generate interests and response. The predominance of communication is executed via Facebook, Twitter, and email blasts.

### **Entrepreneurial Development**

The ULOHC has been recruiting additional local contractors and enlightening them on the need for compliance, related advantages of Port Authority compliance, and the forthcoming OSHA compliance expansion beyond public works.

### **Advisory Board**

The ULOHC has recruited local officials familiar with the Construction industry to advise the Civil Construction Pre-Apprenticeship Program on best practices for worker development. These advisors include: *Jerry Balmir* a State Labor Union representative; *Keith Davis*, Deputy Director Jersey City Department of Employment & Training; *Ed Fowlkes*, a local developer and contractor; *Charles Mainor*, State Assemblyman, 31<sup>st</sup> district; *Raymond Myers*, Chief Code Official Jersey City, and *Mike Rizzoli*, Director of Public Works.

### **Assessment**

We will continue to evaluate the programs and participants in order to continually improve and drive CCPP and EDC towards success. At the end of the program, candidates will complete a participant evaluation critiquing the training received.

# ADDENDUM

## The Candidates

The following individuals were part of the original Pre-Apprenticeship class. Our goals at the time were to provide them with the information needed to pass a union exam and work on a construction site. Our initial understanding of best chances for success, necessitated teaching NCCER accredited techniques for construction and certifying them as OSHA-10 compliant. In our initial class, almost all students had some construction experience or training. Though completing the NCCER modules, these students did not receive official NCCER certification. After their 3-month time commitment, they opted to find whatever work available until securing a long term job on a Port Authority project.

NAME	WORKING	COMPLIANT	NOTES
Nija Bailey	part-time	Y	Laborer, Barnes Construction
Ken Gourdlne	part-time	Y	Warehouse worker
Richard Jenkins	part-time	Y	Laborer, Barnes Construction
Anthony Cavadi	part-time	Y	Laborer, Montero Construction
Louls Pacheco	part-time	N	HVAC, Ed Fowlkes Construction
Mark Highsmith	part-time	N	Warehouse worker
Andre Hagan	N/A	N	quit program
Barry Johnson	N/A	N	quit program
Shyreif Jones	N/A	Y	Left NJ for opportunity in GA
Ronald Terry	N/A	N	Left NJ for opportunity in GA

Please note after the loss of two of our original students, from a class of eight students, six were able to secure positions (over 70%). However, they have since been relegated to part time opportunities and are even more anxious to work for Port Authority sub-contractors. Those individuals who have OSHA-10 certifications are listed in the Port Authority Candidate roster (Attached).

ULOHC has developed its pre-apprenticeship program with compliance at the forefront. For our pre-apprentice candidates compliance requirements include: math ability sufficient to pass a union entrance exam, minority men and women, local New Jersey residency, NCCER-based familiarity with construction sciences and procedures, safety training for hand held tool and power tool use, and safety training for on-site compliance i.e. the OSHA-10 certification.

## The Advisory Board

The Advisory Board has been formed to help navigate ULOHC as we seek union support. Our advisors will use their influence and relationships to motivate union participation with the program. With the connections of the Advisory Board, ULOHC also hopes to be more successful in identifying union exam dates and have students prepared to take them. (Attached)

- Charles Mainor, State Assemblyman
- Raymond Meyers, Chief Code Official Jersey City
- Mike Rizzoli, Director Department of Public Works
- Keith Davis, Deputy Director, Department of Employment & Training
- Jerry Balmir, State Labor Union Representative
- Ed Fowlkes, Local Developer/Contractor

# ADDENDUM

## The Entrepreneurial Program

The application process has been started by *Alliance Construction*, *Bee's Construction* and *NAPA Inc.* *Montero Development* is in the system re-applying. *Barnes Construction* and *Builders Corp* are finalizing their paper work and will be submitting materials shortly. ULOHC considered New Jersey statutes and compliance Imperatives:

- Wage Compliance
  - Davis-Bacon (Federal Prevailing Wage)
  - NJ Prevailing Wage (State),
  - Fair Labors Standard Act
    - paid rate minimum and
    - reporting requirements (legal, count, stats)
- Workers Compensation (Insurance for all hires)
  - Independent
    - Identify as Independent contractor
    - Work Independently with minimum supervision
    - Provide proof of workman's comp Insurance coverage
    - If no coverage the sub-contractor will provide a rider for their workers for the term of work.
- OSHA safety per OSHA requirements is
  - OSHA-10 for workers and
  - OSHA-30 for management teams
- Management
  - Providing statistical data on the workforce

Our potential sub-contractors will be management compliant in record keeping, worker verification, statistical data, and injury and illness reporting. ULOHC sub-contractors are also vetted as being: DBE, MBE, SBE, and WBE compliant. Our approach seeks to raise the PA NY/NJ compliance levels by first providing compliant workers for Port Authority projects and then providing minority sub-contractors that will *additionally* improve PA NY/NJ compliance results.

# ADDENDUM

## PORT AUTHORITY CANDIDATE ROSTER

C = Completed Program;    S= Currently Studying;    E = Experienced

NAME	START DATE	FINISH DATE	MATH PREP.	CONSTRUCTION SCIENCES	HAND/POWER TOOL USE	FIELD SAFETY/ SITE SAFETY	OSHA-10 CERTIFIED
Richard Jenkins	11/12/13	2/10/14	C	E	E	C	C
Anthony Cavadi	11/12/13	2/10/14	C	E	E	C	C
NiJa Bailey	11/12/13	2/10/14	C	E	E	C	C
Kenneth Gourdine	11/12/13	2/10/14	C	E	E	C	C
Louis Pacheco	11/12/13	2/10/14	C	E	E	C	
James Winfield	11/26/13		C	S	S	C	C
Robert Davis	12/2/13		C	S	S	C	C
Devin Bowens	12/18/13		C	S	S	C	C
Kason Bailey	12/31/13	1/27/14	C	E	E	C	C
Derik Stevens	1/16/14		C	S	S	C	C
Temeka Adams	1/16/14		C	S	S	C	C
Ricardo Vonce	1/21/14		C	S	S	C	C
Daron Feld	1/31/14		C	E	C	C	C
Nick Morgan	1/31/14		C	C	C	C	C
Romello Morgan	1/31/14		C	C	C	C	C
Adrian Martinez	3/7/14		C	C	C	C	C
Roderick Carlisle	3/7/14		C	E	E	E	C
Hackeim McCurdy	3/17/14		C	E	E	E	C

# ADDENDUM

## PORT AUTHORITY CANDIDATE ROSTER

C = Completed Program;    S= Currently Studying;    E = Experienced

NAME	Start Date	Finish Date	Math Prep.	Constructi on Sciences	Hand/ Power Tool Use	Field Safety/ Site Safety	OSHA- 10 CERTIFI ED
Dyshawn Hines	2/18/14		C	S			
Johnnie Jordan	3/10/14		C	S			
Michael Cummings	3/13/14		C	S			
Devontae McRae	3/13/14		C	S			
Rahman Eddington	3/13/14		C	S			
Steven Halas	3/13/14		C	S			
Kenneth Nesbit	3/25/14		S				
Deric Duncan	3/26/14		S				
Jackson Leverette	4/9/14		S				
Agnes Neal	4/14/14		S				
John Jessie	4/14/14		S				
Cory Bell	4/14/14		S				
Eddie Santiago	4/14/14		S				
Antwan Aiken	4/14/14		S				
Adrian Mason	4/14/14		S				
Joseph Walker	4/14/14		S				

# ADDENDUM

## ULOHC CIVIL CONSTRUCTION PRE-APPRENTICESHIP ADVISORY BOARD MEETING AGENDA

February 11, 2014

### INTRODUCTION.....

Joe Cardwell, Civil Construction Pre-Apprenticeship Program Coordinator

- Attendees
- Meeting Purpose
- Meeting Goals

### OVERVIEW.....

Elnora Watson, President/CEO Urban League of Hudson County, Originator Civil Construction Pre-Apprenticeship Program

- Pre-Apprenticeship Origins,
- Program Development with Port Authority;
- ULOHC/Port Authority Agreements,
- ULOHC Goals

### PROJECT STATUS.....

Arnold Stovell, Civil Construction Pre-Apprenticeship Project Manager

- Program Development: 1<sup>st</sup> Q, 2<sup>nd</sup> Q, present
  - o Accreditation
  - o Program Certifications: NCCER, OSHA
  - o Student Certifications: NCCER, OSHA, craft
- Executional Development
- Expected Outcomes/Needs

### PROGRAM INVOLVEMENT OPPORTUNITIES.....

Joe Cardwell, Civil Construction Pre-Apprenticeship Program Coordinator

- Advisory Board Explanation
- Advisory Board Contributions

Revised Schedule

Wk. 10	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am*	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL
10am	Intro to Construction Drawings	Basic Employability	Basic Employability	Basic Employability	Basic Employability
11am	Intro to Construction Drawings	Basic Employability	Basic Employability	Basic Employability	Basic Employability
Noon	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1pm	Communication Skills	Communication Skills	Communication Skills	Communication Skills	Communication Skills
2pm	Communication Skills	Communication Skills	Communication Skills	Communication Skills	Communication Skills
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL

Wk. 11	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am*	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL
10am	Basic Employability	Basic Employability	Basic Employability	Basic Employability	TESTING
11am	Safety Appreciation	Safety Appreciation	Safety Appreciation	Safety Appreciation	SURVEY
Noon	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1pm	Safety Appreciation				
2pm	Safety Appreciation				
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL

Wk. 12	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am*	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL
10am	Basic Employability	Basic Employability	Basic Employability	Basic Employability	TESTING
11am	Safety Appreciation	Safety Appreciation	Safety Appreciation	Safety Appreciation	SURVEY
Noon	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1pm	Safety Appreciation				
2pm	Safety Appreciation				

Revised Schedule

Wk. 4	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL
10am	Intro Construction Math	Intro Construction Math	Intro Construction Math	Intro Construction Math	Construction Drawings
11am	Safety Orientation	Safety Orientation	Safety Orientation	Safety Orientation	Construction Drawings
Noon	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1pm	Construction Drawings	Construction Drawings	Construction Drawings	Construction Drawings	TESTING
2pm	Construction Drawings	Construction Drawings	Construction Drawings	Construction Drawings	SURVEY
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL

Wk. 5	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL
10am	Intro Construction Math	Intro Construction Math	Intro Construction Math	Intro Construction Math	Construction Drawings
11am	Safety Orientation	Safety Orientation	Safety Orientation	Safety Orientation	Construction Drawings
Noon	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1pm	Construction Drawings	Construction Drawings	Construction Drawings	Construction Drawings	TESTING
2pm	Construction Drawings	Construction Drawings	Construction Drawings	Construction Drawings	SURVEY
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL

Wk. 6	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9am*					TUTORIAL
10am	Field Safety	Field Safety	Field Safety	Field Safety	Intro Materials Handling
11am	Field Safety	Field Safety	Field Safety	Field Safety	TESTING
Noon	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1pm	Intro Materials Handling	Intro Materials Handling	Intro Materials Handling	Intro Materials Handling	GUEST SPEAKER
2pm	Field Safety	Field Safety	Field Safety	Field Safety	SURVEY
3pm	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL	TUTORIAL