Youthbuild and Habitat for Humanity

A Guide for Local Collaboration

Produced by YouthBuild USA under a Technical Assistance Cooperative Agreement with the U.S. Department of Housing and Urban Development
About YouthBuild USA

Founded in 1990, YouthBuild USA is a national nonprofit organization that works to unleash the positive energy of low-income youth to rebuild their communities and lives. It supports an expanding nationwide network of 226 local Youthbuild programs. In this role, YouthBuild USA orchestrates advocacy for public funding, guidance and quality assurance in program implementation, leadership opportunities for youth and staff, research to understand impact and best practices, and grants and loans to YouthBuild USA affiliates. YouthBuild USA leads the national Youthbuild movement and contributes to the broader youth and community development fields in order to diminish poverty in the United States and internationally. For more information, visit www.youthbuild.org.

About Habitat for Humanity International

Habitat for Humanity International was founded in 1976 by Millard Fuller along with his wife, Linda. Habitat for Humanity International is a nonprofit, ecumenical Christian housing ministry which seeks to eliminate poverty housing and homelessness from the world, and to make decent shelter a matter of conscience and action. Habitat for Humanity is a worldwide, grassroots movement which has a presence in more than 90 countries, including all 50 states of the United States, the District of Columbia, Guam and Puerto Rico. Habitat for Humanity International provides information, training, and a variety of other support services to Habitat for Humanity affiliates worldwide. For more information, visit www.habitat.org.

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# Contents

Acknowledgements v  
Andrea Hanshaw Story vii  
Introduction 1  
Eight Key Practices 2  
Benefits of Partnering 3  

**Key 1. Get to Know Each Other’s Missions and Goals** 5  
- Organizational Mission and Goals 5  
- The Two Programs 7  

**Key 2. Clarify Needs and Expectations** 10  
- *Practice in Action: Reviewing logistics and setting ground rules, Inviting Habitat Staff to Meet with Youthbuild Students, Orienting Habitat Volunteers to Youthbuild Program, Adjusting Agreements as the Partnership Matures* 12  

**Key 3. Emphasize Communication** 13  
- *Practice in Action: Meeting with the site supervisor* 13  
- *An Arrangement to Consider: Using Youthbuild funds to pay for a Habitat for Humanity site supervisor* 14  

**Key 4. Establish Connections at Multiple Levels** 16  
- *Practice in Action: Youthbuild staff sitting on Habitat committee* 16  

**Key 5. Put Agreements in Writing** 17  

**Key 6. Be Flexible** 18  

**Key 7. Promote and Support Each Other** 19  

**Key 8. Celebrate!** 20  
- *Practice in Action: Acknowledging the students and their work goes a long way, Adding a personal touch* 21  

Summary 22  
Appendix 24
Acknowledgements

This booklet was produced by YouthBuild USA under a Technical Assistance Cooperative Agreement with the U.S. Department of Housing and Urban Development and with the support and cooperation of Habitat for Humanity International.

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Amy Taylor, Habitat for Humanity of Greater Los Angeles, Los Angeles, California
At the age of 23, with three small children, Andrea Hanshaw knew she needed some solid skills and direction in life.

She found the direction she needed when she joined YouthBuild Ulster County in New York, which, in partnership with Ulster Habitat for Humanity, builds housing for low-income families. And so began her journey of helping herself through helping others. While in the Youthbuild program, Andrea helped build a home for a grandmother and her three grandchildren, and learned her construction skills “from an amazing 75-year-old Habitat for Humanity volunteer.” Her experience in Youthbuild put Andrea on solid footing, enabling her to make a good life for her family. Five years later, Andrea was in a position to apply for a Habitat for Humanity house herself. As her application was being processed, Andrea received crushing news: she and her three children were given 24 hours to vacate their condemned rental house. Wonderfully, four days later, Andrea learned that the Ulster Habitat for Humanity board had approved her application and invited her to be a Habitat for Humanity partner, putting her in line to own a Habitat for Humanity home. Habitat for Humanity requires partners to put in 250 hours of sweat equity, but Andrea’s dedication to the Habitat for Humanity mission inspired her to put 325 hours of construction work into her own home—using construction skills she had learned five years earlier from an Ulster Habitat for Humanity volunteer. On Christmas Eve 2007, Andrea and her three children spent their first night in their new three-bedroom home.
Introduction

Youthbuild programs across the United States are joining forces with local Habitat for Humanity affiliates to build affordable housing. Given the missions of both organizations, this can be a natural fit that revitalizes neighborhoods, creates new homes, and engages youth. However, like any collaboration, the creation of a strong Youthbuild-Habitat for Humanity partnership takes planning, attention, and care.

The intent of this guide is to shorten the learning curve of local programs just embarking on similar partnerships and help them get off to a good start. To create this guide, we gathered the lessons learned by Youthbuild and Habitat for Humanity staff across the country who have forged such partnerships. We then distilled these lessons into eight key practices for creating and maintaining effective collaborations. The key practices, listed on the next page, are explained in the guide and illustrated with numerous examples from the programs (in sections called Practice in Action).
Eight Key Practices
of effective YouthBuild-Habitat for Humanity Collaborations

1. Get to Know Each Other’s Missions and Goals
   page 5

2. Clarify Needs and Expectations
   page 10

3. Emphasize Communication
   page 13

4. Establish Connections at Multiple Levels
   page 16

5. Put Agreements in Writing
   page 17

6. Be Flexible
   page 18

7. Promote and Support Each Other
   page 19

8. Celebrate!
   page 20
Benefits of Partnering

Benefits for Habitat for Humanity Programs Working with Youthbuild

A pool of workers who can work during the work week. Finding such volunteers can be a challenge for some Habitat programs. Since Youthbuild students are available to work during the week, their participation can speed up work on construction projects.

Advancement of the Habitat for Humanity mission. Involving Youthbuild students helps Habitat for Humanity programs achieve their mission of bringing together “people of all backgrounds, races, and religions,” united around the common goal of building housing with the partner family.

Opportunities for Habitat volunteers to work with low-income young people, many of whom are people of color. This can be a valuable experience for Habitat for Humanity volunteers who may come from different backgrounds.

A more experienced construction crew. Youthbuild students receive classroom instruction on tool use, safety, and fundamental construction skills, so they often know more than the average community volunteer. They also have an experienced construction supervisor accompanying them on the project.

Better leverage in fundraising. Partnering with Youthbuild can help Habitat programs raise funds for their housing construction projects. As Steve Bolton, executive director of Greater Portland Habitat for Humanity, notes, “Almost any time that you fundraise, if you put youth on it you have a better shot.”
Benefits for Youthbuild Programs
Working on Habitat for Humanity Homes

**Student access to high-quality construction projects.** Because most Habitat for Humanity houses are new construction, Youthbuild students working on a Habitat house can be part of the process from capping the foundation to completing the finish work.

**Opportunity for Youthbuild staff to focus on student development.** When Habitat for Humanity manages the construction process from securing sites and permits to ordering materials and overseeing the work, Youthbuild staff are free to focus on the training and youth development components of their program.

**Extra motivation for students.** Working side by side with the family that will purchase the house is motivating for Youthbuild students as it gives them a chance to meet the people who will benefit from their work.

**Exposure to new people and perspectives.** Working with other volunteers from different backgrounds introduces Youthbuild students to people and perspectives they might not otherwise encounter.

**Increased job opportunities.** Working with other Habitat for Humanity volunteers sometimes leads to job offers for students when they finish their program. For example, in Monongalia County, West Virginia, a Youthbuild graduate went on to be employed as a site supervisor for nearby Harrison County Habitat for Humanity.
Organizational Mission and Goals

Any partnership must start with a basic appreciation of the mission and goals of the groups involved. One goal common to Youthbuild and Habitat for Humanity programs is to produce decent, safe, and affordable housing. However, the programs take different routes to achieving this goal. It is critical to understand the similarities—and the differences—of these routes as you begin to build your partnership.

Shared Interests, Different Emphases

Figure 1 illustrates the overlapping interests of Habitat for Humanity and Youthbuild programs and their different areas of emphasis.

There are several similarities between the programs. Both share a strong commitment to the construction of affordable housing and to the value of community service. And both programs use the construction process to build connections among homeowner families, the volunteers, and the community. Lastly, both have an anti-poverty focus that encourages self-help and volunteer leadership to improve life for individual families and the community as a whole.

Youthbuild and Habitat for Humanity share substantial common ground, but they also have some key differences. In addition to home construction, education, counseling, job training, leadership development, and civic engagement are core elements of Youthbuild programs. Staff are just as focused on the immediate problems and long-term prospects of the students as they are on building housing. In addition to learning construction skills, students work on their GEDs or high school diplomas for fifty percent of the program time. They also participate in leadership and community activities such as touring local colleges or traveling to the state capital to support legislation. These are valuable experiences very much in keeping with the Youthbuild mission and philosophy. Yet they also reduce the time students have available for housing construction, and this can slow their progress on the work site.
Habitat for Humanity programs, in contrast, seek to move construction along and want volunteers on the job site as much as possible. Habitat for Humanity has a major national program of bringing volunteers to low-income communities for short periods to participate in building the housing, to deepen their commitment to the organization, and learn about the need
for safe, affordable housing. Youthbuild programs rarely work with outside volunteers.

Understanding, acknowledging, and valuing these differences at the outset can prevent frustration down the line.

The Two Programs

YOUTHBUILD AT A GLANCE
Youth development and affordable housing

Youthbuild is a youth and community development program designed to unleash the positive energy of low-income youth to rebuild their communities and their lives. Youthbuild offers its students education, job skills, counseling, community service, and leadership opportunities while they build affordable housing. Youthbuild programs engage young people ages 16 to 24, many of whom have had experience with foster care, juvenile justice, welfare,
homelessness and most of whom have left high school without a diploma. Youthbuild simultaneously addresses key issues facing low-income communities: education, employment, housing, crime prevention, asset building, and leadership development.

Youthbuild students spend 6 to 24 months in the full-time program, dividing their time equally between the construction site and the Youthbuild alternative school. On the construction site they learn job skills while building affordable housing for homeless and low-income people. In the classroom students work toward their GEDs or high school diplomas. Youthbuild programs build a strong mini-community with positive value systems and mutual support. Students are supported in transitions to postsecondary education, careers in construction, and community leadership.

Since 1994, 76,000 Youthbuild students have produced more than 17,000 units of affordable housing in 226 of America’s poorest communities.

Community- and faith-based nonprofit organizations sponsor most programs, while about 25 percent are sponsored by public agencies. Each Youthbuild program raises private and public funds to support its operations. Primary support comes from the federal government through the Youthbuild grant program. Prior to 2006 the program was administered by the U.S. Department of Housing and Urban Development; it was transferred to the U.S. Department of Labor in September 2006.

**HABITAT FOR HUMANITY AT A GLANCE**

**Eliminating poverty housing and homelessness**

Habitat for Humanity International is a nonprofit ecumenical Christian housing ministry that seeks to eliminate poverty housing and homelessness, and to make decent shelter a matter of conscience and action.

Habitat for Humanity invites people of all backgrounds, races, and religions to build houses in partnership with families in need. Since Habitat for Humanity was founded in 1976, Habitat for Humanity affiliates have built more than 200,000 houses around the world, providing more than 1,000,000 people
in more than 3,000 communities with safe, decent, affordable shelter.

Habitat for Humanity builds and rehabilitates simple, decent houses with the help of the homeowner (partner) families. The program relies on volunteer labor and donations of money and materials. Volunteers come from the local community, churches, businesses, colleges, fraternal organizations, court-mandated community-service programs, and many other sources. While building the homes, volunteers also learn about the need for affordable housing and other issues faced by the communities in which they are working.

Habitat for Humanity houses are sold to partner families at no profit and financed with affordable loans. The homeowners’ monthly mortgage payments are used to build more Habitat for Humanity houses.

Habitat for Humanity is not a giveaway program. In addition to a down payment and monthly mortgage payments, homeowners invest hundreds of hours of their own labor—sweat equity—in building their Habitat house and the houses of others.

The building or renovation of affordable housing is one focus of Habitat for Humanity affiliates. Another focus is educating community members, friends, and volunteers about the need for affordable housing, and inviting them to be advocates for its provision at the local, state, and federal levels. By building homes and advocating for the elimination of poverty housing, Habitat for Humanity provides houses and hope for families in need of a decent place to live.
Before committing to a partnership, plan on meeting with the other organization several times to explore fully the details of how the partnership might be structured. These meetings should include visits to each other’s sites. There is no one correct template for a Youthbuild–Habitat for Humanity partnership; each will be different reflecting the unique needs and structures of the programs.

Below are some questions programs could ask each other as they gather the details of the proposed partnership.

**Suggested questions for the Habitat for Humanity program to ask the YouthBuild program**

- □ How many days a week could YouthBuild commit to a job site; how many students would that include?
- □ Is Habitat for Humanity providing the only construction experience, or would the YouthBuild crews be working on other projects elsewhere in the community?
- □ What training and certifications would the students receive during the program?
- □ What construction supervision would you be providing to the students? What would be the staff-student ratio?
- □ What is the YouthBuild program schedule? When are the vacations, field trips, etc., when students would not be on the site?
- □ How would unforeseen absences from the work site—or the delays typical of any construction project—be handled?
- □ How will supervisors facilitate a good relationship between the Habitat volunteers and YouthBuild students?
- □ How will publicity be handled?
- □ How can the Habitat affiliate support and promote the YouthBuild program?
**Suggested questions for the YouthBuild program to ask the Habitat for Humanity program**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ How many houses does your local affiliate plan to build in the next year? Would YouthBuild work on just one, or on many, of them?</td>
<td>□ Would other volunteer crews be working on the house at the same time, or would YouthBuild have sole responsibility for all the work?</td>
</tr>
<tr>
<td>□ Can Habitat for Humanity supply all the construction-site experience our students need, or would we need to supplement this program with other projects?</td>
<td>□ YouthBuild federal grant applications require written documentation of job site availability. Is the Habitat program able to provide this written commitment?</td>
</tr>
<tr>
<td>□ What would be the relationship between YouthBuild construction staff and the Habitat site supervisors? How will they facilitate a good relationship between the Habitat volunteers and YouthBuild students?</td>
<td>□ How would logistics, such as getting students to the work site, accessing the building (if secured), and scheduling time on and off the site, be handled? Who would be the contact person for this in each organization?</td>
</tr>
<tr>
<td>□ Which jobs (such as electrical, plumbing, and roofing) would Habitat for Humanity subcontract out? Would there be opportunities for YouthBuild students to observe and learn from these experienced tradespeople?</td>
<td>□ How will publicity be handled?</td>
</tr>
<tr>
<td>□ Would other volunteer crews be working on the house at the same time, or would YouthBuild have sole responsibility for all the work?</td>
<td>□ How can YouthBuild promote and support the Habitat affiliate?</td>
</tr>
<tr>
<td>□ YouthBuild federal grant applications require written documentation of job site availability. Is the Habitat program able to provide this written commitment?</td>
<td>□ How will celebrations and recognition be built in?</td>
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Reviewing logistics and setting ground rules

Jerry Pauzus, construction manager at Young Detroit Builders, plans a pre-construction meeting for his construction trainers and the Habitat for Humanity site supervisor. Students are not present at this meeting, which gives staff an opportunity to get to know each other. In addition to project logistics, ground rules for how the students are expected to behave on site and how Youthbuild expects them to be treated are covered. This is important because several programs mentioned the potential for a clash of cultures between Youthbuild students and Habitat for Humanity staff and volunteers. Youthbuild students may not think twice about using language or displaying behavior that could make the volunteers uncomfortable. Habitat staff and volunteers may also reveal opinions or beliefs about Youthbuild students that are based on negative stereotypes. With the proper preparation, both groups can learn about each other and appreciate their similarities, as well as their differences.

Inviting Habitat staff to meet with Youthbuild students

Several Youthbuild programs stressed the value of inviting Habitat for Humanity staff to address students during Mental Toughness week. Amy Taylor, of Habitat for Humanity of Greater Los Angeles, likes telling the new students about Habitat for Humanity and what the organization is trying to accomplish. “I tell them where they’ll be working, and what they’ll be doing on the job site. I tell them about the partner families and what they have to go through in order to get a Habitat for Humanity house. I also tell them about the other volunteers they will meet on the job, and what that will be like. I try to get them excited about what we’re doing together, to feel like they’re part of this bigger picture.”

Orienting Habitat volunteers to Youthbuild program

The Habitat for Humanity in Greater Los Angeles brings in a new group of 10 to 14 AmeriCorps volunteers every year. Since these volunteers are active on the job sites, it is vital that they thoroughly understand what the Youthbuild program is all about. Andy Delgado, from CCEO YouthBuild, meets with the new AmeriCorps volunteers, orienting them to the Youthbuild program and what it is trying to achieve, the kinds of issues students are dealing with, and how the volunteers can be effective working alongside the Youthbuild students.

Adjusting agreements as the partnership matures

Most relationships grow and mature over time, and Youthbuild–Habitat for Humanity partnerships are no different. It is a good idea to start small in the beginning and work towards more complex agreements as the partners gain experience and confidence in each other. When John Metz took over as construction manager for Mon Youthbuild in 2002, the local Habitat for Humanity affiliate had the students digging ditches, not building houses. Metz met with Habitat staff and told them, “We can do more.” Gradually, Habitat for Humanity assigned the students tasks requiring more skill, and finally felt confident enough to put Youthbuild in charge of entire houses. The students get the benefit of seeing the whole construction process from pouring concrete to finish work, while Youthbuild is not responsible for any of the permitting, fundraising to pay for materials, or other development-related headaches. The relationship did not start there, however. It took time to build that mutual confidence.
It is vital to schedule regular meetings between Youthbuild and Habitat for Humanity staff to plan upcoming work and activities. This is true with any partnership, but is particularly important when the partnership is new. Most sites reported that it worked well to be part of Habitat’s weekly construction management meeting.

When there is continuity in staffing at both the Habitat for Humanity and the Youthbuild programs, and substantial trust built up, the need for frequent meetings may ease somewhat. However, this all changes when staff turnover occurs, especially at the level of the Youthbuild construction manager or Habitat site supervisor. In these cases, even organizations with a lengthy partnership history need to increase communication until the new staff have a full understanding of the partnership.

While regularly scheduled meetings are important, it is just as vital to address serious problems as soon as they occur, especially when they relate to basic ground rules such as safety on the job site or respectful treatment of students, partners, and volunteers. Addressing these issues immediately by a phone call or brief meeting can help prevent the buildup of tensions that can harm the partnership.

**Practice in Action**

**Meeting with the site supervisor**

At Seattle YouthSource YouthBuilders, Chris Anibarro, former director, made a point of having a private weekly meeting with the Habitat for Humanity site supervisor. Half the meeting was spent discussing the performance of individual students; the other half on program and planning issues. Chris reported that when the construction manager understood what issues individual youth were dealing with, he could respond more creatively and compassionately when behavioral issues came up. Chris observed, “The most innovative strategies emerge from a holistic understanding of a Youthbuild member’s situation.”
Under U.S. Department of Housing and Urban Development guidelines, using federal Youthbuild funding for “bricks and mortar” made applications uncompetitive (although it was an eligible use of funds). The U.S. Department of Labor, the agency now responsible for Youthbuild, will not permit Youthbuild funds to be used for the brick and mortar of housing construction. Thus, Youthbuild programs must look to other private, local, state, and federal funding to pay for the hard costs of construction.

However, federal Youthbuild grants can pay for staffing and other administrative costs. Therefore, if funds are available and it is beneficial for both programs, Youthbuild programs can help cover part or all of the cost of a site supervisor who manages the construction at the Habitat for Humanity site. Three of the programs interviewed have implemented this arrangement with good results.

When Sumter County YouthBuild first started, it contacted Sumter Habitat for Humanity to seek housing for the students to work on. At the time, Sumter Habitat for Humanity was paying a contractor on an hourly basis to supervise volunteers who worked primarily on weekends. The house was available during the week for Youthbuild students to work on, but the Habitat program could not afford to pay for a site supervisor during the week and the Youthbuild program did not have a construction trainer on staff. The Habitat contractor was highly skilled in construction and had demonstrated his ability to work with volunteers from diverse backgrounds, which was essential for the Youthbuild program as well. The contractor agreed to work with the students during the week; his salary was covered by Youthbuild. “It was a win-win for the two organizations,” recalls Derek Burress, Sumter Habitat for Humanity’s executive director. “It allowed us to accelerate our building schedule because we could finally have crews out there during the week. And it worked for Youthbuild because they were just getting started and needed the job site and the staffing.”

At Seattle YouthSource YouthBuilders, the program pays the entire cost of a Habitat for Humanity site supervisor, and, again, this suits both organizations. This Habitat for Humanity program typically builds several houses at a time,
and can supply a house for the Youthbuild crews to work on from beginning to end. While the funding for this position comes from the federal Youthbuild grant, the site supervisor is employed by Habitat for Humanity. They consider it a shared position, however, and Youthbuild is involved in both the hiring process and in performance reviews. This requires close communication so that the staff person gets the same guidance from each organization.

One key to this relationship working out, says Diane Gallegos of Habitat for Humanity Seattle/South King County, “is for Habitat for Humanity to understand that it is not getting a ‘free’ site supervisor who will work the way their other staff do.” The site supervisor assigned to Youthbuild has additional responsibilities, such as teaching students construction skills including construction-related math and evaluating their performance on the job site. This means that he will be less available to work with other volunteers. In fact, he may not even be on the job site some of the time; he might be in the workshop helping students learn to use tools or hang drywall. “So the work on the house may not move as quickly as at other sites where regular volunteers show up and know what to do,” adds Diane. Accepting this in advance helps avoid misunderstandings.

CCEO YouthBuild in Los Angeles has an arrangement with its local Habitat for Humanity to pay $10,000 towards the cost of the Habitat site supervisor. For this fee, Youthbuild gets the benefits of consistent access to a house under construction, training on how to do the work, and integration, where appropriate, into the work being done by other volunteers.

Whether Youthbuild pays part or all of the cost of a Habitat for Humanity site supervisor, this is an arrangement that can work well for both organizations. However, this arrangement is not appropriate for all Youthbuild-Habitat partnerships. Funds for Youthbuild programs are often very tight; some programs may not have enough funds to cover the costs of Habitat staff, especially if they are working on projects besides Habitat for Humanity homes. Even if they could afford to pay a Habitat site supervisor one year, they might not be able to do so the next, as fundraising can be difficult and results vary year by year. In some cases, a Habitat program may not need assistance in covering the cost of a site supervisor and simply may need the relatively skilled labor that the Youthbuild students can provide.
or a relationship between a Habitat for Humanity and a Youthbuild program to thrive, there should be connections at all levels of the organizations—between boards of directors, executive directors, and program staff. Each of these levels has different responsibilities to ensure a strong partnership. Boards of directors help with resource development and provide key connections to the public and private sectors. Executive directors negotiate the strategic relationship, are responsible for writing letters of support or commitment, and supervise the staff. Program staff, including volunteer coordinators, construction trainers, and site supervisors, are responsible for day-to-day operations. Connections at multiple levels also help protect against upheaval resulting from the departure of key staff since the relationship will be preserved at the other levels.

As described in Key Practice 3, regular systems of communication should be established at all levels. Executive directors and boards may not need to communicate as frequently as the program staff, but contact should be built into the schedule several times a year.

**Practice in Action**

**Youthbuild staff sitting on Habitat committee**

*Mon Youthbuild*, in West Virginia, is small, with a maximum of 12 students a year. Their *Habitat for Humanity affiliate in Marion County* is also small, and over time they have built a highly integrated partnership that benefits both organizations. The Youthbuild construction manager, John Metz, and the shop instructor (now retired), co-chair Habitat for Humanity’s construction committee. As both are licensed contractors with considerable training and experience, their expertise is vital to the construction process. This committee helps design the homes the Youthbuild students will build, and draws up materials lists for them. Once the basic house design is established, Youthbuild students help with design details, such as where stairs to the basement should be located. The construction manager also trained the current Habitat site supervisor when she was first hired, as she had many relevant skills but lacked construction experience. He is also a resource when construction questions arise on the Habitat site.
Put Agreements in Writing

Put all agreements in writing, no matter how much it seems you are on the same page when you talk through the partnership. This is imperative because:

- A written agreement makes explicit the issues both programs care most about and preserves in print otherwise easily forgotten oral agreements.
- Signatures from each partner on the document indicate mutual understanding and acceptance of the terms and conditions of the agreement.
- It provides a written record of what was agreed to that guides parties not privy to the conversations themselves.
- The document helps preserve the arrangements between the two organizations if key staff leave during the year.

There are two types of written agreements to consider: letters of commitment and memorandums of understanding (MOU). Applications for federal Youthbuild funding require letters of commitment from partners. Unlike general letters of support, the commitment letters must specify the amount of resources to be made available from each partner every year of the program. The exchange of resources can be made contingent upon receipt of federal funding, but otherwise these are considered an airtight commitment of funds or other in-kind resources, signed by the executive director or board president and printed on the partner’s letterhead.

We recommend that in addition to commitment letters you develop a separate Memorandum of Understanding (MOU). MOUs capture the ground rules for the relationship between the two programs, spelling out clearly how they will interact.

MOUs and commitment letters are important documents that commit vital resources and describe operating agreements between the two organizations. While this guide offers useful examples in the appendix, be sure that you negotiate agreements that reflect the unique characteristics of your partnerships. You should consider using legal counsel in drawing up your own agreements.
The best-laid plans sometimes go awry. Both the Youthbuild and Habitat for Humanity programs should expect surprises as outside forces cause changes in plans. Flexibility and creativity are called for to keep the partnership intact.

For example, the real estate development business is subject to all sorts of hiccups: municipalities may drag their feet on donating tax-acquired lots; permits can be held up, or planning approvals delayed. Habitat affiliates see their share of these difficulties, which can present real problems for Youthbuild programs that rely on Habitat for Humanity to supply all of their housing construction opportunities.

Again, strong communication is essential to get through these hard times. Habitat for Humanity affiliates should alert their Youthbuild partners as soon as they know of a potential glitch, and be as clear as possible about the revised timeline. This will give the Youthbuild programs time to find other opportunities to fill the gap until the Habitat site becomes available. For example, Youthbuild students could build raised beds for community gardens, renovate public housing, or help low-income families make home improvements.

Habitat programs may also be surprised when their Youthbuild partners do not get the federal Youthbuild grants for which they have applied. It is important to understand that success in past rounds is not always predictive of future success, even when the program is as strong as ever. Unfortunately, the current federal Youthbuild appropriation is not sufficient to fund all existing YouthBuilds let alone new YouthBuilds in all the communities that need them, so even programs with proven track records do not always get funded.

Without the federal grants, Youthbuild programs must scramble to find sufficient funds to survive. It is usually difficult to replace all the lost funding, so many Youthbuild programs restructure—they may reduce the length of the program, bring in fewer students, or lay off staff. Each of these restructuring options has implications for the Habitat partner, so early and clear communication is essential for necessary adjustments to be made.

**Patience and understanding are a must when staffing and funding challenges occur. These challenges may also require amendments to your commitment letters or MOUs.**
The Youthbuild program and Habitat for Humanity affiliate should take every opportunity to promote and support the other organization. Let others know about each the positive impact of the partner organization. Be sure to mention the partnership in media coverage and public events. When Youthbuild programs need political support for the Youthbuild appropriation, its partners may be invited to help. Similarly, Youthbuild could show support for Habitat for Humanity affiliates when they apply for permits or zoning approvals. Define expectations for mutual support and promotion early on and refine as the relationship matures.
Many Habitat for Humanity and Youthbuild programs stress the need to celebrate together, and there are ample opportunities to do that. Habitat programs have a public dedication ceremony every time they complete a house. One Youthbuild program organized a “progress party” to celebrate the work they had done on a Habitat for Humanity house, even though it was not yet complete. Youthbuild programs have a graduation ceremony when students have completed the program requirements.

Expectations regarding joint celebrations and public acknowledgements should be built into the early discussions and written agreements, and further expanded as the relationship matures.
Acknowledging the students and their work goes a long way

Steve Geller, executive director of the Habitat for Humanity of Springfield, Massachusetts, told the following story.

I was on the job one month and we dedicated a new house. I hadn’t even met Susan [Rabbitt, then the Youthbuild program’s director] yet and had met Jack [Cascio, the Youthbuild construction manager] only once. They came with a bunch of their kids to the dedication. Thrivent Financial had played a big role in financing this house and I thanked them and various other major donors, but then I said, “Let’s not forget the very substantial work these young men and women at Youthbuild have put in on this house as well,” and asked everyone to give them a hand. Afterwards, a Youthbuild staff person came up and was just beside himself, he was so pleased I had done that. And he said that for some of those kids it was the first time that anyone had thanked them for anything. To me, it was just the sort of brief acknowledgement I would give to any partner, but to them it was a really big deal.” Geller realized then how important it was to include Youthbuild in the dedication ceremony of any house they had worked on. Now, Youthbuild regularly participates in fundraisers held by the Springfield Habitat for Humanity, and vice versa. As Susan Rabbitt at Springfield YouthBuild noted, “It makes it more fun and it helps build support between the two organizations.”

Adding a personal touch

In West Virginia, the Marion County Habitat for Humanity’s executive director makes sure to send a written thank-you note when Mon Youthbuild students go above and beyond their basic requirements, such as coming to work on a Saturday. She has also stopped by the training program to thank them in person. These small gestures build the sense that the students are a valuable part of the team. Youthbuild students always participate in the house dedication ceremony as well.
Conclusion

Partnerships between Youthbuild programs and Habitat for Humanity programs can strengthen both organizations and help them achieve their missions. Here is a summary of the key practices and the lessons learned from the local programs that have pioneered Youthbuild–Habitat for Humanity relationships.

1. **Get to know each other’s missions and goals.** Both programs need to take time at the outset to educate each other regarding their respective missions, goals, philosophies, program designs, funding needs, and opportunities. This is the foundation on which their future relationship will be built, so it is important to understand where interests are similar and where they diverge.

2. **Clarify needs and expectations.** Engage in multiple and comprehensive discussions early on to establish mutually beneficial agreements.

3. **Emphasize communication.** Clear and honest communication is essential. Keep lines of communication open through regularly scheduled meetings. Additional meetings may be necessary as issues arise such as challenging behavior of students, staff or volunteer turnover, or unexpected problems with funding.

4. **Establish connections at multiple levels.** Relationships between the programs should be established at all levels—board members, executive directors and program staff—to ensure a strong partnership and provide continuity when staff turnover.

5. **Put agreements in writing.** An MOU can make explicit assumptions, ground rules, and what needs to happen during the course of the year.
6. **Be flexible.** Outside forces can throw the best laid plans off course. Be ready to be creative and adapt as needed.

7. **Promote and support each other.** Become an ally to your partner. Promoting the positive community impact of their organization and engage in activities that support their sustainability and success.

8. **Celebrate!** Recognize and celebrate each other’s accomplishments. Have fun together.
Appendix

The documents on the following pages were negotiated based on local needs and conditions and are intended as examples only. In no way does their inclusion in this guide imply that these are the only appropriate models. Readers are encouraged to consult their legal advisors in drawing up their own agreements.

Contents

Memorandum of Understanding between Marion County Habitat for Humanity and Mon Youthbuild 25

Collaborative Agreement between Portland West YouthBuild and Habitat for Humanity of Greater Portland 28

Memorandum of Understanding between CCEO YouthBuild and Habitat for Humanity of Greater Los Angeles 30

Collaborative Agreement between King County Work Training Program (Youthbuild) and Habitat for Humanity of Seattle-King County 33
May 25, 2006

Homer R. Kincaid
Vice President
Human Resource Development and Employment, Inc.
1644 Mileground
Morgantown WV 26505

Mr. Kincaid:

Marion County Habitat for Humanity is delighted to, once again, have the opportunity to partner with Mon YouthBuild to facilitate construction of one of our homes next year. The location of this house will be Rt. 3, Box 148 in the Winfield District. If the 2006 YouthBuild grant is funded, Marion County Habitat for Humanity will provide this building site and all the necessary materials to construct the house at a cost of approximately $60,000.00. The dedication of funds is outlined in Form 2C10. Mon YouthBuild will provide the necessary labor to build the house.

We are very pleased to partner with Mon YouthBuild in the construction of this house. Mon YouthBuild is an outstanding program and we are totally supportive of its mission and objectives. We’re currently completing a house at Rt. 6, Box 324-J (Bunner’s Ridge) in Winfield District, in partnership with Mon YouthBuild and we continue to appreciate the skills and hard work that the program participants bring to our construction efforts. Mon YouthBuild staff continues to be invaluable assets to Habitat with their professional expertise and willingness to coordinate our joint efforts.

Please don’t hesitate to contact me should you require further information.
Again, thank you for the opportunity to continue to work in partnership with Mon YouthBuild to eliminate substandard housing in Marion County.

Respectfully,

Janie Johnston
Executive Director
MEMORANDUM OF UNDERSTANDING

Human Resource Development and Employment, Inc. (HRDE), 1844 Mileground, Morgantown, West Virginia, and Marion County Habitat for Humanity hereby enter into this agreement on the 10th day of June, 2005 to provide cooperative services relating to the implementation of the United States Department of Housing and Urban Development’s program entitled Youthbuild, as applied for by HRDE.

Inasmuch as the purpose of the Youthbuild Program will be to train low-income high school dropouts, 16 to 24 years of age, in construction trades, GED attainment, and leadership development, while providing homeownership opportunities to low-income persons, this program will require the joint cooperation of Marion County Habitat for Humanity and HRDE.

To facilitate the administration of the Youthbuild Program, the following cooperative arrangements shall be agreed to:

1. HRDE will act as the applicant and administrator of the Youthbuild Program.

2. HRDE will conduct all day-to-day program operations.

3. Marion County Habitat for Humanity shall make available to HRDE’s Youthbuild Program two (2) single-family homes for new construction.

4. Marion County Habitat for Humanity shall maintain ownership of the properties.

5. Marion County Habitat for Humanity shall make available, through Marion County Habitat for Humanity’s designated funds, all materials required to construct the homes to the prescribed level as determined by Marion County Habitat for Humanity’s Executive Director and Construction Committee.

6. HRDE’s Youthbuild crews shall conduct all new home construction services to design specifications and standards. In the event that there are construction tasks beyond the scope and abilities of the Youthbuild crew, HRDE will promptly notify Marion County Habitat for Humanity prior to the start of construction. In addition, HRDE/Mon Youthbuild staff will coordinate home construction activities with the Marion County Habitat for Humanity’s Construction Manager and/or Executive Director.

7. Marion County Habitat for Humanity shall not be held liable for any injury to a Youthbuild participant, staff, or any other HRDE Youthbuild employee while at the housing sites.
8. HRDE shall assure that each participant is covered under West Virginia Workers' Compensation and related liabilities through a private insurance carrier, Allstate Insurance Company.

9. Marion County Habitat for Humanity shall be responsible for architectural fees, building permits, and any other costs associated with the construction projects.

10. HRDE agrees to complete construction prior to the end of the Youthbuild Implementation Grant period as defined by the grant agreement.

We, the undersigned, agree to the terms and conditions of this memorandum. This agreement shall be null and void in the event the Youthbuild Implementation Grant is not awarded to HRDE.

HUMAN RESOURCE DEVELOPMENT AND EMPLOYMENT, INC.

______________________________
Homer R. Kincaid
Vice President

MARION COUNTY HABITAT FOR HUMANITY

______________________________
Janie Johnston
Executive Director
COLLABORATIVE AGREEMENT BETWEEN PORTLAND WEST AND HABITAT FOR HUMANITY OF GREATER PORTLAND FOR THE DEVELOPMENT OF BUILDING LOTS ON DEMAREST STREET IN PORTLAND

PURPOSE OF AGREEMENT

• Portland West and Habitat for Humanity of Greater Portland have a common interest in creating home ownership opportunities for low-income families. It is becoming increasingly difficult to acquire building lots in the City of Portland due to the current housing shortage.

• There is an opportunity to obtain potential building lots on Demarest Street in Portland however, there are considerable development costs involved as a road will have to be constructed to City standards.

• Whereas both Habitat for Humanity and Portland West need building sites and a combined effort of the two agencies will enhance the ability to obtain the necessary development resources, it is advantageous to both agencies to collaborate on this project.

AGREEMENT

• Habitat for Humanity of Greater Portland and Portland West will jointly apply for grants for all pre-development costs required to obtain building permits to construct single, or multiple family houses on lots to be acquired on Demarest Street in Portland. Joint proposals will be submitted to the City of Portland for a CHDO grant, Habitat International for a SHOP grant and any other grants which may be available and necessary.

• All pre-development costs will be paid for from jointly raised funds. Pre-development cost shall include the cost of purchasing property, surveying, engineering, wetlands identification, drainage analysis, road design and construction, legal fees, permits and any other costs related to improvements required to successfully obtain building permits. Pre-development costs will not include staff time of either Portland West or Habitat for Humanity of Greater Portland unless agreed upon by both parties.

• Both Habitat for Humanity of Greater Portland and Portland West shall agree upon pre-development costs before expenses or commitments are incurred.
• Habitat and Portland West, will work jointly to obtain tax acquired, City owned lots on Demarest Street.

• As soon as practicable after building lots are acquired and good title is confirmed, one half of all building lots will be transferred to Portland West and one half of all building lots will be transferred to Habitat for Humanity of Greater Portland, along with deeds and other transfer documents. If an odd number of lots are acquired the odd lot may be sold upon mutually agreed upon terms and in compliance with any restrictions which may be imposed by funding sources.

• After the building lots have been divided as agreed, all site development work completed and all costs incurred, this agreement will be considered completed and each agency will be responsible for constructing homes on the lots on a schedule to be determined in the sole discretion of the respective parties.

• Either party may withdraw from this project if the costs and/or site restrictions are determined to be uneconomical or unduly restrictive. This entire collaborative agreement is subject to the development of at least four building lots. Mutually agreed upon expenses incurred will be covered first from any joint grants funded, and next by splitting the costs between the two agencies. No expenses will be incurred that are intended to be joint unless both parties agree in writing.

Ethan Strimling  Date  Steve Bolton  Date
Executive Director  Executive Director
Portland West  Habitat For Humanity of Greater Portland
MEMORANDUM OF UNDERSTANDING BETWEEN CENTURY CENTER FOR ECONOMIC OPPORTUNITY, INC. and HABITAT FOR HUMANITY OF GREATER LOS ANGELES

This agreement is entered into by and between the Century Center for Economic Opportunity hereinafter referred to as CCEO and Habitat for Humanity of Greater Los Angeles, hereinafter referred to as HFH GLA.

WHEREAS, CCEO wishes to provide training in job skills, education, and leadership development to disadvantaged young people of the Los Angeles area through its YouthBuild program, which is funded by the U.S. Department of Housing and Urban Development (HUD), and

WHEREAS, HUD requires that 50% of the YouthBuild participants time be spent in on-the-job training on affordable housing construction sites, and

WHEREAS, HFH GLA is the developer of 7 homes at Halldale Avenue, Torrance, one home at 3931 Louise Street, Lynwood, two homes at 11648 Alabama St., Los Angeles, two homes at 1829 E. 105th Street, Los Angeles, one home at 483 Gaviota Ave., Long Beach, one home at 3301 Santa Fe Ave., Long Beach and four homes at 308 – 338 N. Palos Verdes Street, Los Angeles, CA

WHEREAS, HFH GLA can provide opportunities for young people to learn construction and build affordable housing for low-income and disabled individuals at the aforementioned site;

THEREFORE, in consideration of the above, the parties hereto agree to as follows:

A. HFH GLA and/or its designee understands and agrees to:

1. Provide overall construction management of the site, including:
   • Coordinate all contractors/subcontractors as necessary to the degree feasible to enable CCEO to complete its work training.
   • In collaboration with CCEO’s designee, establish a scope of work and construction schedule to be performed by CCEO’s trainees that will provide a meaningful training experience. Any proposed change to the scope of the work or construction schedule affecting the work of the trainees should be brought to the attention of CCEO’s designee with a minimum of three (3) days advance notice.
   • Secure all permits required by law.
   • Provide a safe environment in accordance with industry safety standards and guidelines.
   • Secure all financing, less that which is necessary for the training and incorporation of CCEO’s trainees on the construction site, for the successful completion of the project, including acquisition, architectural and engineering fees, construction financing and permanent financing.

2. Provide training opportunities for CCEO’s trainees, including:
   • Understand that trainees are at pre-apprenticeship level of skill in construction, requiring patience and understanding. All problems that develop with individual trainees should be brought to the attention of CCEO’s designee immediately.
   • Understand that the YouthBuild trainees are placed in crews that work and study on alternating weeks, resulting in a different crew on site each week.
   • Provide reasonably clear instructions to CCEO’s designee, and trainees, including all details required to fully accomplish the assigned tasks. This includes, but is not limited to, project schedule and project specifications and drawings.
   • Make the general subcontractor, subcontractors, and architect aware of the trainees, involvement in the project and use its best efforts to cause such parties to adhere to the terms of this agreement.
3. Through a pre-arranged payment structure, during situations where CCEO is not able to provide a Construction Manager/Trainer, provide on-site training and supervision of YouthBuild trainees. In these circumstances, CCEO shall be responsible for transporting the trainees to and from the worksite.

B. CCEO understands and agrees to:

1. Provide proper preparation to the trainees in order to complete their scope of work including:
   - Provide a crew of up to 30 trainees to perform an agreed-upon scope of work, with no more than 15 trainees on-site at any time.
   - Provide trainees with an alternating week of basic skills to develop adequate on-site performance.
   - Supply each trainee with uniform, safety gear, hand tools, and basic power tools and ensure that all trainees wear said uniform and have said tools when onsite.
   - Provide trainees with safety training to enhance safe working conditions on the site.
   - Provide all tools required by CCEO to complete the scope of work, delivered to the site in a timely manner. Provide all specialty tools items, including scaffolding and ladders.

2. Provide proper supervision to the trainees, including:
   - Provide an experienced construction manager who will coordinate the overall training and work of the trainees and collaborate with the general contractor and all subcontractors to integrate the trainees into various phases of the construction schedule.
   - In addition to the construction manager, provide at least one on-site trainer who is knowledgeable in construction trades for every seven (7) on-site trainees.
   - Transport trainees to and from site.
   - To the extent possible, provide three (3) days notice to the HFH GLA, and or its designee in instances when the trainees will not be able to show up on the site or complete the agreed upon work as scheduled.
   - Provide trainees with a training stipend and workers’ compensation insurance and maintain appropriate liability insurance.
   - In the event of a behavioral issue, another CCEO staff person (who is not the onsite supervisor) will be called to come and pickup the offending trainee.

3. CCEO shall execute a subcontract for a specifically defined scope of work for the HFH GLA. To the maximum feasible, as determined by HFH GLA this scope shall include a wide variety in the distribution of work for which the trainees are responsible, including demolition, rough and finish carpentry, framing, masonry, mechanical trades, plaster/paint, tile work, and finish work. To the maximum extent feasible, as determined by HFH GLA.

4. CCEO guarantees, to the maximum extent possible, that the trainees shall perform and complete all work in accordance with the project specifications and drawings, which shall be provided to CCEO by HFH GLA.

5. CCEO shall be liable for, and hereby agree to indemnify and hold HFH GLA and its constituent partners, agents, and affiliates, harmless against, any and all costs that may be incurred as a result of the trainees’ work and presence on the site, including without limitation, costs incurred due to the following, when and only when these costs would otherwise have not been incurred if CCEO were not working on the site:
   - Time delays which adversely affect the project
   - General contract and subcontractor bid differentials
   - Increased architectural costs
   - Increased material costs
6. Make payment to HFH GLA in accordance with a pre-arrangement payment schedule during situations where CCEO is not able to provide a Construction Manager on site.

C. HFH GLA shall provide no compensation to CCEO or to individual trainees for the work performed, unless otherwise agreed to in writing by both parties.

D. All agreements relating to the construction or operation of the project, including those executed following the completion of the project, shall contain a clause prohibiting discrimination against any employee applicant engaged in project operations on the basis of race, religion, gender, ancestry, age, sexual orientation, physical handicap, or national origin. This agreement shall include full compliance with all applicable non-discrimination regulations including the Americans with disabilities Act. Such clause shall include all aspects of employee-employer applicant relations.

E. Subject to the provisions herein, all remedies allowed by law are available to either party for enforcement of this agreement. Any waiver of rights by either party or any matter relating to this contract shall be deemed to be a waiver on any other matter relating to this agreement.

F. If any part of this agreement is found to be invalid the remainder of the contract will continue to be in effect.

G. This agreement may be modified only by the mutual written agreement of both parties.

H. This agreement will remain in effect from November 8, 2005 through June 30, 2006

I. This agreement will be terminated by either part within fourteen (14) days written notice to the other party.

J. Any dispute between the parties to this agreement that cannot be resolved by the parties alone will be brought to binding arbitration consisting of three persons, including one person selected by HFH GLA, one person selected by CCEO and a third person acceptable to both parties. Both parties agree to abide by the decision of this arbitration panel.

Effective date of agreement: November 8, 2005

IN WITNESS WHEREOF, the parties have agreed to the conditions of this agreement as of the last date written below:

For: Century Center for Economic Opportunity

Date:________________________

____________________________

Signature

Andy Delgado, President and CEO

For: Habitat for Humanity of Greater Los Angeles

Date:________________________

____________________________

Signature

Erin Rank, President and CEO
I. WORK STATEMENT

Habitat for Humanity of Seattle-King County, hereinafter referred to as the “Agency,” shall provide a Construction Trainer to teach construction trades and skills to youth enrolled in Work Training’s YouthBuild Program. These services shall be provided in accordance with the terms and conditions described hereinafter. The total reimbursement pursuant to this Exhibit shall not exceed $65,360 in United States (US) Housing and Urban Development (HUD) funding for the Exhibit period of January 1, 2007 through December 31, 2007.

II. PROGRAM DESCRIPTION

Outcome

1. To provide education and job skills to vulnerable populations so that they can lead independent lives by increasing the number of youth gaining vocational skills through the YouthBuild Program.

2. To provide education and job skills to vulnerable populations so that they can lead independent lives, increasing the number of youth entering living wage employment and/or post secondary training.

Indicators

1. 80 percent or more of youth will complete their vocational goals prior to exiting training.

2. 70 percent of the youth exiting the program will enter into employment earning at least $8.00 per hour and/or enter post secondary education or advanced training.

Eligibility

YOUTH MUST BE ENROLLED IN WORK TRAINING’S YOUTHBUILD PROGRAM, AND REFERRED TO THE AGENCY FOR SERVICES.

Definitions

1. Construction Skills Training: Activities shall include the teaching of competencies necessary in foundation, framing, dry wall, roofing and siding.

2. Vocational Training: Activities that are designed to overcome barriers experienced by the participants enrolled in YouthBuild. Activities shall assist participants in developing a sense of self-esteem and confidence that encourages trust in oneself.
and others. The Construction Trainer shall instruct youth in basic carpentry; site safety, blueprint reading and other pre-determined competencies outlined by the Program Manager.

3. YouthBuild: A program funded by the US HUD that seeks to provide educational, vocational, and job training to disadvantaged young people ages 16-24. Vocational and job training activities are centered around the construction industry.

E. Program Requirements

1. The Agency shall employ a full-time Construction Manager.

2. The Construction Manager shall work 40 hours per week, and spend 80 percent of his/her time on this project.

3. The Agency shall identify and provide access to the on-site construction skills training sites.

4. The Construction Manager shall provide YouthBuild participants with supervision and on-site construction skills training.

5. When YouthBuild participants are present on job sites, the Construction Manager shall supervise the Construction Trainer, and other YouthBuild staff.

6. The Agency shall serve at least 30 youth during the Exhibit period.

7. The Agency shall provide services in partnership with Work Training that ensure 80 percent or more of youth exiting the program complete their educational and vocational goals.

8. The Agency shall provide services, in partnership with Work Training that ensure 70 percent of the youth exiting the program will enter into employment earning at least $8.00 per hour, and/or enter post-secondary education or advanced training.

9. The Agency shall work with Work Training staff in the event that the Construction Manager is unable to meet the minimum requirements set forth in this exhibit to reach an amiable resolution.

10. The Agency shall meet with Work Training upon request. The Construction Manager shall attend YouthBuild team meetings, and other meetings at the request of the YouthBuild Program Manager.

III. COMPENSATION AND METHOD OF PAYMENT

A. Billing Invoice Package

The Agency shall submit a Billing Invoice Package monthly that consists of an invoice statement and other reporting requirements as stated in Section VI., REPORTING REQUIREMENTS of this Exhibit in a format approved by the County. The Billing Invoice Package is due within 15 working days after the end of each month.
Appendix

B. Method of Payment

1. The Agency shall be reimbursed on a cost-reimbursable basis in accordance with the approved budget (Attachment A).

2. If total services provided are below 90 percent of the service requirements as stated above in II E 2 a and b Program Requirements 1, 2, and 6 at the end of a quarter, payment for services rendered shall be reduced by the percentage of total performance below the 90 percent level for the invoice submitted for the month prior to the end of the quarter and future invoices.


4. The Agency may regain the reduced amount in subsequent quarters if the cumulative level of services reaches 90 percent of the minimum requirements stated in this contract.

5. Payment to the Agency may be withheld for any month in which the Agency has not submitted the required reports specified in Section VI, REPORTING REQUIREMENTS.

King County Work Training Program
821 2nd Avenue, #500
Seattle, WA 98104
Attn: Jennifer Hill, Program Manager III

C. The Agency shall submit invoices by the 10th of each month for the previous month. The final invoice must be received no later than July 15, 2005.

D. If total services provided are below 90 percent of the minimum service requirements as stated in Section II. E. above, payment for services rendered shall be reduced by the percentage of the total performance below the 90 percent level. The Agency may regain the reduced amount in subsequent months if the cumulative level of services reaches 90 percent of the minimum service level requirements stated in Section II. E.

E. Payment reductions in accordance with this clause shall be made based on the cumulative data reported on the June, September, and December invoices.

F. Payment to the Agency may be withheld for any month in which the Agency has not submitted the required reports specified in Section IV of this exhibit.

G. Payment will be made to the agency no later than 45 days after receipt of the proper invoice and documentation required.
IV. REPORTING REQUIREMENTS

1. The Agency shall submit a Quarterly Summary Report detailing services provided. The Quarterly Summary Report shall be in a format approved by the County.

2. The Agency shall complete other reports at the request of Work Training, and required to meet the reporting requirements established by US HUD.

3. At the close of every quarter, the Agency staff and Work Training Program staff shall meet to discuss Agency progress at a mutually agreeable date, time and location.

4. The Agency shall cooperate fully with the Work Training Program in any scheduled visit for auditing/monitoring to determine compliance with the rules and regulations established by HUD for the YouthBuild Program.

5. The Agency shall conduct program-end performance evaluations for YouthBuild participants in a format approved by the Work Training Program.