

# Safe Clean Water Program Workforce Landscape Assessment

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for  
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## 1.0 Introduction

This Workforce Landscape Assessment (WLA) provides an overview of organizations, programs and best practices related, or relevant to, workforce development needs of the Safe, Clean Water Program (SCW Program). The WLA is informed by and builds upon previous efforts including the SCW Program Workforce Development Literature Review and the SCW Program Recommendations for the Utilization of Measure W Workforce Development Funds, both prepared by Estolano Advisors in 2019.

### 1.1 Background

Los Angeles County (L.A. County) Measure W was successfully passed by voters in November 2018, creating the SCW Program, which provides local, dedicated funding for stormwater and urban runoff projects to increase local water supply, improve water quality, and create other community benefits. The Program was developed through a collaborative and coordinated stakeholder engagement process and receives approximately \$281 million annually through the special parcel tax of 2.5 cents per square foot of impermeable surface area. These funds are distributed to several subprograms including the District Program, which receives 10%, or about \$28 million in annual funding. According to the SCW Program Ordinance (L.A. County Code, Chapter 16) not less than 20% of the District Program funds, or about \$5.6 million, shall be allocated to three programs including public education, local workforce job training, and schools education and curriculum Programs. Amounts to be spent on each are not specified further.

The local workforce job training program is specifically intended to address the SCW Program goal, to “promote green jobs and career pathways”, by providing “certification classes and vocational training at the community level for the construction, inspection, operation and maintenance of Stormwater or Urban Runoff management and Multi-Benefit Projects, including instruction regarding applicable design concepts.” The goal is intentional in its exclusion of training for more rigorous design and planning skillsets and professions, such as civil engineering, landscape architecture, urban planning, and environmental sciences. The pipeline for these professional career pathways, which are important to the delivery of SCW Program funded projects, already exists in higher education programs throughout the country, including in L.A. County.

The green jobs and career pathways goal has been further defined by the District and its partners. The goals of the SCW Program workforce development program include to:

- **Support County workforce/training:** Support a trained and certified in-house workforce at the County for construction, inspection, operation, and maintenance of SCW Program eligible projects and programs.
- **Support other workforce/training:** Support a trained and certified workforce available to private contractors, municipalities, and others, for construction, inspection, operation, and maintenance of SCW Program eligible projects and programs.
- **Recruit and place new workforce:** Connect people and communities to training/jobs/careers (e.g., hard to reach/hard to employ populations, etc.)

- **Advance existing workforce:** Connect trained workforce with available, long-term jobs and career pathways.
- **Support inspection/operation/maintenance of projects and programs to meet SCWP Goals:** Projects and programs funded by the SCW Program are operated and maintained by a qualified and trained workforce.
- **Support construction Projects to meet SCWP Goals:** Projects funded by the SCW Program are constructed by a qualified and trained workforce.

## 1.2 WLA Objectives

The objective of the WLA is to support the SCW Program Goal to “promote green jobs and career pathways” including the additional detailed goals identified above by:

- Identifying opportunities for collaboration or coordination in the L.A. Region, including with the L.A. County Public Works “Local and Targeted Worker Hire Program” among others.
- Assessing local and nationally available workforce training/certification programs and
- Summarizing best practices for creating career pipelines for traditionally hard to reach/hard to employ populations – defined initially using the LA County Public Works definition of a “Local Worker” and/or LA County Chief Executive Office definition of “Individual with A Barrier to Employment”<sup>1</sup>.

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<sup>1</sup> According to the L.A. County Public Works definition, a Local Worker is a “resident living in specific communities where the average percentage of households are living significantly below the Federal Poverty Level (FPL).”

L.A. County also defines a “Targeted Worker” is an individual who is both a L.A. County resident and who faces one or more of the following **barriers to employment**:

- Has a documented annual income at or below 100 percent of the Federal Poverty Level
- Has a history of involvement with the criminal justice system
- Is a current recipient of government cash or food assistance benefits
- Is homeless or has been homeless within the last year
- Is a veteran, or is the eligible spouse of a veteran of the United States armed forces
- Is an eligible migrant and seasonal farmworker
- Is experiencing protracted unemployment (6 months or more)
- Is an English language learner
- Has a low level of literacy
- Is disabled
- Is a custodial single parent
- Is a former foster youth
- Has no high school diploma or GED
- Is an older Individual (55+)

Further information about Local and Targeted workers with barriers to employment is available [here](#).

Within this context, the WLA is specifically focused on workforce development organizations and programs that support stormwater infrastructure delivery with a further focus on multi-benefit and green infrastructure approaches.

## 2.0 Approach

The Workforce Landscape Assessment was developed in several stages.

1. **Preliminary Desktop Screening:** A preliminary desktop screening was undertaken to identify, categorize and summarize a broad range of programs related to workforce development in the L.A. Region including government agencies, non-government organizations, certification programs, education, and training programs relevant to the SCW Program. The screening also included numerous programs from other cities throughout the United States. This resulted in creation of a “long list” of relevant organizations and programs with brief notes about each.
2. **Case Studies:** From the long list, a short list of 13 organizations and programs was selected for a deeper desktop-based assessment. These case studies generally include general information about the organization, details of the training or workforce development programs, notes about job creation and recruitment, activity highlights and finally, findings regarding relevance to the SCW Program.
3. **Findings and Insights:** The overall results from Steps 1 and 2 were summarized and developed into a series of findings and insights including observations about best practices for creating and sustaining career pipelines for Local and Targeted Workers, developing institutional structures for maintenance agreements and volunteerism, and developing a workforce with the skillsets and experience to construct and maintain green infrastructure and multi-benefit stormwater projects. In this step, the findings from the previous Estolano reports are also reexamined within the context of the desktop screening and case studies.

## 3.0 Desktop Screening

The Desktop Screening was conducted in early 2023 and identified 79 organizations and programs which met the basic criteria of relevancy to the SCWP. The list does not purport to cover all organizations or workforce development programs in the Los Angeles Region or North America that may have any relevance to the SCW Program. It does, however, aim to establish a foundational cross section of the most relevant local organizations and to identify a small subset of other organizations operating in the stormwater space nationally that are demonstrating some success with workforce development efforts. The initial list does not intend to cover all aspects and details of these organizations and programs but is, rather, used to screen for those that warrant a more in-depth assessment. SCW Program managers can use the list to identify additional organizations and programs with whom to coordinate, beyond those elaborated on in the case studies. Organizations and programs identified in the initial desktop screening are listed in Table 1 below. The full list including brief descriptions of each organization or program is provided in Appendix A.

**Table 1: Desktop Screening: Initial list of Organizations and Programs**

<b>Primary Organization</b>	<b>Sub-organization / Partner (if relevant)</b>	<b>Program (if relevant)</b>
<b>L.A. County Public Workforce and Related Organizations and Programs</b>		
<b>L.A. County</b>	Department of Economic Opportunity (DEO)	The Countywide Youth Bridges Program (CYBP)
		Careers for a Cause (C4C0
		America’s Job Center of California (AJCC)
		Youth@Work
		LA:RISE
		HireUP
		Innovative Employment Solutions (INVEST)
		Prison to Employment (P2E)
		Returning Citizens Stimulus (RCS) Program
		CRDF Career Center
		Alternate Staffing Organizations (ASO)
		Preparing Los Angeles for County Employment. (PLACE)
	LA County PTAC (or APEX)	
	Build Back Better	
		Apprenticeship Readiness Training
Department of Public Works (DPW)	Local and Targeted Worker Hiring Program	
	Justice, Care and Opportunities Department (JCOD)	
	Department of Health Services: Office of Diversion and Reentry (ODR)	
Department of Public Social Services (DPSS)	Greater Avenues for Independence (GAIN)	
	Refugee Employment Program (REP)	
	General Relief Opportunities for Work (GROW)	
Office of CEO, Anti Racism Diversity and Inclusion (ARDI)	My Brother’s Keeper	
<b>State of California</b>	L.A. Metro	Workforce Initiative Now-Los Angeles (WIN-LA)
<b>City of L.A.</b>	L.A. World Airports	HireLAX
	Economic Workforce Development Department	YouthSource and WorkSource
<b>L.A. County Non-Public Workforce and Related Organizations and Programs</b>		
<b>United American Indian Involvement (UAI)</b>		Workforce Development Program
<b>L.A. County, America’s Job Center of California</b>		
<b>Labor Employment and Training Corporation</b>		
<b>Worker Education and Resource Center (WERC)</b>		
<b>L.A. Alliance for a New Economy (LAANE)</b>		
<b>Jobs Vision Success JVS-SoCal</b>		
<b>Rebuild SoCal Partners</b>		
<b>Council for Watershed Health</b>	Water Foundation, ARLA, WaterHub	ReDesign L.A.
<b>LA County Green Stormwater Infrastructure / Green Jobs Training</b>		
<b>L.A. Conservation Corps</b>		Young Adult Corps, Clean and Green, Afterschool Program
<b>Conservation Corps of Long Beach</b>		

<b>L.A. Nature For All</b>		Leadership Academy, Community Ambassador Training, Water Warriors Training, Nature 4 All Stewards
<b>L.A. and Orange Counties Building and Construction Trades Council</b>	Apprenticeship Readiness Fund & DEO	MC3 Apprenticeship Readiness Training
<b>LiUNA Laborers Local 300 and Local 1309</b>	Southern California Laborers' Training School	
<b>Seed L.A.</b>		Seed L.A. Technical Protocols & Train the Trainer
<b>City of L.A.</b>	L.A. Sanitation	Green Stormwater Infrastructure Operations and Maintenance Certification at LATTC
<b>Council for Watershed Health</b>	LA Unified School District	Operations and Maintenance Training
<b>Tree People</b>		Community Forester Training
<b>Water L.A.</b>		Community Volunteer Program
<b>National Specific GSI / Green Jobs Training Programs</b>		
<b>Baltimore Civic Works</b>		Stormwater Management Technician Training Program
<b>The HOPE Program</b>		Sustainable South Bronx (SSBx)
<b>PUSH Buffalo</b>		Push Blue
<b>City of Chicago</b>		GreenCorps Chicago
<b>Columbus Public Utilities and Columbus State Community College</b>		Blueprint Columbus Green Infrastructure Training Program
<b>DC Water and Sewer Authority</b>		DC Waterworks Local Hiring Initiative
<b>DIRT Corps</b>		DIRT Corps Training Program
<b>City of Kansas City and Bridging the Gap</b>		Green Stewards
<b>Louisiana Green Corps</b>		Youth Construction and Conservation Corps
<b>City of Milwaukee</b>	Metropolitan Sewer District	Walnut Way Conservation Corps, Fresh Coast Ambassadors, Groundwork Milwaukee
<b>Minnesota Pollution Control Agency</b>		Green Corps
<b>Yale</b>	School of the Environment	Green Skills and Green Infrastructure
<b>Limitless Vistas Inc.</b>		Limitless Vistas
<b>Onondaga Earth Corps</b>	AmeriCorps	
<b>Peoria Stormwater / AmeriCorps</b>		PeoriaCorps
<b>City of Philadelphia</b>	AmeriCorps	PowerCorpPHL
<b>City of Portland / Verde</b>	AmeriCorps	Verde landscape
<b>Groundwork Rhode Island</b>		Adult Job Training, GroundCorp, and GreenTeam
<b>City of Seattle</b>	Seattle Parks and Recreation	Seattle Conservation Corps
<b>Professional Certification Programs</b>		
<b>Center for Watershed Protection</b>		Clean Water Certificate Training Program
<b>EnviroCert International</b>		National Green Infrastructure Certification Program (NGICP)
<b>Stormwater One</b>		Multiple certifications. E.g. QPIS, QPSWPPP
<b>North Carolina State University</b>	Biological & Agricultural Engineering Department	Stormwater Inspection and Maintenance Certification Program
<b>California Stormwater Quality Association (CASQA)</b>		
<b>National Stormwater Center</b>		

<b>National Ready Mix Concrete Association (NRMCA)</b>	
<b>Theodore Payne Foundation</b>	CA Native Plant Landscaper Cert. Program
<b>Ecopliant</b>	
<b>Green Gardens Group</b>	Watershed Wise Landscape Professional
<b>Degrees/Short Online Courses/Gateway Education</b>	
<b>Citrus College</b>	Associate Water Efficiency Management; Water Management
<b>College of the Canyons</b>	Water Systems Technology Certificate
<b>Rio Hondo Community College</b>	Associate of Science in Environmental Technology; and Water Management Certificate
<b>ESRI</b>	ESRI Academy
<b>Green Infrastructure Foundation</b>	Green Infrastructure Training
<b>National Recreation and Parks Association (NRPA)</b>	Green Stormwater Infrastructure Certification Program
<b>National Congress of American Indians</b>	Workforce Development Toolkit

## 5.0 Case Studies

A subset of organizations and programs were selected from the Desktop Screening for development of in-depth case studies. The selected case studies are intended to represent a cross section of organization types demonstrating a variety of approaches, organizational structure, strategies and best practices for workforce development. They represent L.A. County based publicly and privately run programs, as well as programs delivered elsewhere in the United States. They also cover programs focused on general workforce development, as well as those with a specific focus on green stormwater infrastructure. The case studies include programs emphasizing engagement with individuals with barriers to employment as well as others that are not population specific or which are focused on helping businesses. The case studies do not necessarily represent a prioritized list of organizations with which the SCW Program should engage. Rather, selection of a variety of program types provides, from a diverse perspective, insight into how a SCW Program workforce program could potentially be developed,

Because the case studies were undertaken by desktop analysis, without the benefit of interviews, information contained within them reflects an interpretation of available online material as of about March 2023. As such, some information may not be current or entirely representative of organizational and programmatic efforts, structure, and content.

The selected case studies, and a brief rationale for why they were selected, are provided in Table 2 below.

**Table 2: List of Case Studies and Brief Selection Rationale.**

<b>Program</b>	<b>General Coverage</b>	<b>Rationale</b>
Countywide Youth Bridges Program & Youth@Work	Youth Training Development - General	The Workforce Factsheet mentions collaborating with DOE to create a program that emulates Youth@Work and to elevate this for adults who face barriers to employment.
LA:RISE	Individuals with high barriers to employment	Seems fairly broad in scope but with significant local support and funding, links with non-profit and for-profit employers.

LA Conservation Corps	Youth - on the job training - restoration/urban forestry	LACC seems to be a key organization for young adults to receive paid on-the job training - some of which is applicable to SCW Program workforce needs
Apex and Build Back Better (also see DEO)	Small Business Development / Assistance	The focus of DEO on small business development may be a different lens for developing landscape/maintenance workforce teams. The APEX and Build Back Better programs may help shed some light on how trained individuals and community members can turn basic training into business opportunities at community level.
PLACE	LA County Specific Employment Pathways	This Program is specific to LA County and provides training that could be useful to SCW Program workforce needs. They have several specific career pathways but might be adaptable to SCW Program workforce related curriculum.
Council for Watershed Health	Stormwater specific maintenance training	CWH has conducted several local training courses and could be a good partner to manage part of a workforce development program. Trainings have included partnering with County Agencies (LCUSD) and others, which appear to have specific curriculum related to maintenance needs for stormwater infrastructure. They also collaborate with Water Foundation on the Redesign LA program which is specific to community-based organization / information (possibly with some training).
Laborer's Local 300, 1309 & LIUNA	Union Labor Training Programs	The Landscape and Irrigation and Environmental Training programs appear to be most applicable to SCW Program. These are run by LIUNA. Considering potential Union labor needs of SCWP this could be a good pathway to produce qualified workers in stormwater industry.
Theodore Payne Foundation - California Native Plant Landscaper Certificate Program	Native Plant focus landscape training	This is the only identified training program specific to California native plant skills which is an important aspect of the Good/Better/Best framework for GSI prioritization under the SCWP 2022 Interim Guidance.
Chicago Green Corps	Extensive training coupled with 9-months employment	Extensive 7-9 months training program directly relevant to stormwater and general construction. Would be interesting to know how they structure the 9-months of employment and on-the job training. This seems to be a different structure than City of Kansas below.
City of Kansas City and Bridging the Gap	NGICP curriculum, large operation, 3rd party contractor and NGO engagement	Citywide large scale workforce program, includes maintenance and monitoring, operated/contracted by 3rd party partner who also works with non-profits to develop the pool of skilled labor from at risk communities. They also use the NGICP training approach which seems to be becoming more broadly used.
Groundwork Rhode Island	Job training w/design-build element and youth training	Job Training Program that incorporates a social - enterprise design/build service as well as Youth Development. Appears to be highly functional and well established.

National Congress of American Indians	American Indian workforce toolkit	This is not specific to stormwater infrastructure but may contain some insights into how to engage specifically with American Indian tribes and individuals.
EnviroCert International - NGCIP	Private – stormwater certification program	This case study may be useful to explore National Green Infrastructure Certification Program (NGICP) curriculum and understand how it integrates with local programs. NGICP seems to be more popular with stormwater programs as compared to the Clean Water Certificate (CWC) offered by Center for Watershed Protection. EnviroCert has recently changed ownership and there may be some important updates.

## 6.0 Observations and Findings

This section provides a summary of observations and findings related to the state of workforce development efforts in L.A. County, their suitability for meeting SCW Program workforce needs and best practices for assisting individuals with barriers to employment with entering the workforce.

A number of these observations and findings are built upon 5 key “research takeaways” developed by Estolano Advisors in their 2019 reports. As these takeaways remain relevant today, the Estolano findings are re-examined first, with additional context added from the WLA where relevant. Following review of the five takeaways, further findings are provided, and a final section is presented on best practices for developing career pathways for individuals with barriers to employment.

### 6.1 Review of Estolano Research Takeaways

The five primary research takeaways from the Estolano report are provided below, with additional context from this WLA effort:

1. **“GSI workforce training must connect to full-time employment or continuing education opportunities.”**
  - a. This remains highly relevant for today’s SCW Program. The WLA identified several local and national organizations that provide training that leads to job-placement and found that these organizations tend to be the most successful in the long term.
  - b. In L.A. County, PLACE provides a good local example, and while not focusing on GSI specifically, it has had success placing individuals with barriers to employment in adjacent fields such as County park maintenance positions.
  - c. Kansas City’s Bridging the Gap Program and Groundwork Rhode Island are two examples from other metropolitan areas where sustainable full-time careers have been created in the stormwater industry through social ventures.
  - d. Programs that simply provide training, but which have little or no connection to actual employment opportunities, will be less likely to succeed.
  - e. Regardless of the final structure of a SCW Program workforce training program, **the SCW Program should ensure that any training program is closely linked with specific jobs and employers who are ready to hire.** Those employers

could be the District or other County agencies, municipalities, or local contractors and social enterprises among others.

2. **“GSI workforce initiatives should leverage existing program resources.”**

- a. This is particularly relevant in L.A. County, where there is extensive capacity within County departments to provide a full suite of job placement services. DEO is the central organizing agency for job placement to County departments as well as to partner organizations and private companies. They provide a full suite of services and individual case management that is requisite to job placement, particularly for individuals with barrier to employment. **The SCW Program should consider partnering with DEO, and leveraging its resources to create unique new pathways for employment in the stormwater industry – particularly through the PLACE and LA:RISE programs.**
  - b. DEOs services for small businesses offered through APEX Accelerators and Build Back Better are another resource that could be leveraged, particularly by new and small businesses working in the stormwater space. These programs assist businesses with business formation and management issues, provide funding grants, and help them to pursue contracts with the County and other government organizations in L.A. County **The SCW Program should consider partnering with APEX and Build Back Better to ensure that these programs are actively engaged in directing small businesses towards the opportunities available through the SCW Program such as construction and maintenance contracts. The SCW Program, in turn, should actively direct small businesses with capacity to provide SCW Program services to the County APEX and Build Back Better programs to receive the business development services provided by these two County programs.**
  - c. Existing capacity also exists in the private sector. LA Conservation Corps, for example, may already be well suited to undertake construction and maintenance of some stormwater improvement infrastructure on behalf of SCW Program projects and are in the process of developing a “green infrastructure” training program at their Commonwealth Nursery site. LiUNA also delivers extensive cross-functional training for the construction industry through the Laborer’s Training School (LTS). Union members are likely to already have many of the requisite skills required for construction of Green Infrastructure projects.
    - i. **The SCW Program should consider coordinating with LA Conservation Corps to further discover whether a training and job placement partnership may be mutually beneficial.**
    - ii. **The SCW Program and affiliated municipalities, may benefit from directly contracting with LA Conservation Corps to undertake immediate stormwater improvement construction and maintenance activities.**
    - iii. **The SCW Program should also consider fostering a deeper relationship with LiUNA trade unions in L.A. County to determine how union workers can be deployed to construct and maintain SCW Program funded projects and participate in SCW training programs.**
3. **“Quality Operations and Maintenance (O&M) is crucial to successful green stormwater infrastructure projects”**

- a. This takeaway remains valid, is well documented in the literature, and is an accepted truth within the context of the WLA.
- 4. **“GSI maintenance jobs are an accessible pathway for hard-to-employ populations”**
  - a. This takeaway has been further validated by the work undertaken by the WLA. There are several L.A. County based organizations, including LA Conservation Corps and Long Beach Conservation Corps, that focus on individuals with barriers to employment and are already undertaking GSI maintenance work.
  - b. Organizations in other metropolitan areas, including Chicago Corps, Kansas City Build Back Better, and Groundwork Rhode Island, among others, have demonstrated that individuals with barriers to employment can be effectively engaged in stormwater improvement maintenance activities with proper training and mentoring.
- 5. **“Municipalities are unable to confidently project the demands for GSI jobs”**
  - a. This finding was not validated through the work of the WLA; however, it remains relevant as employment opportunity is an essential indicator for organizations considering engaging in development of stormwater related training programs.
  - b. **The SCW Program should consider working with municipalities to better define their needs for trained stormwater construction and maintenance professionals.**
    - i. One possible resource for engaging with municipalities is the recent study by Accelerate Resilience L.A. (ARLA) which estimates Full Time Equivalent (FTE) jobs created across an array of job types relevant to delivering SCW Program projects. These include jobs in planning, design, construction and operation and maintenance stages.
    - ii. One possible outcome could be commitments by municipalities and the District to create discrete positions to be filled through workforce development programs. For instance, some municipalities may wish to supplement existing maintenance staff with a dedicated position for an individual with stormwater specific maintenance skills and credentials.

## 6.2 WLA Findings

The following additional findings are provided as part of the WLA.

- 1. **To support the private sector in creating or growing sustainable businesses that provide operation and maintenance services to the stormwater industry in the L.A. Region, the SCW Program should consider working with municipalities to set up service districts with consolidated O&M contracts covering multiple projects.**
  - a. Currently, once projects are funded, they become entirely the responsibility of individual municipalities. A municipality with just one or two small projects may not be able to afford to fund significant new service contracts with local businesses that are entirely stormwater-focused. If individual municipalities operate stormwater programs in silos, it is unlikely that businesses will grow effectively around an unconsolidated stormwater market. Successful private business models and social enterprises that service the stormwater industry must have a steady supply of reliable work to remain operational and viable.
  - b. The case studies support this finding. Chicago Corps, Kansas City Bridging the Gap and Groundworks Rhode Island are three successful private sector

organizations that successfully sustain stormwater focused jobs because of contracts that serve large portfolios of projects in large metropolitan areas. Bridging the Gap, for instance, has a contract with Kansas City to provide maintenance for over 230 established green infrastructure installations.

- c. If contracts are developed that create consistent and continuous work in operation and maintenance of stormwater projects, true expertise and specialization will emerge within the private sector. This is less likely to occur with small piecemeal contracts for private contractors who provide construction or O&M services across multiple industries.
- 2. Public and private organizations that have the capacity to deliver stormwater training and workforce development programs need to be better informed about the demand for these skillsets in the labor market.**
    - a. This is corollary to the earlier finding related to the need for municipalities to improve how they project the demand for stormwater related jobs. Essentially, potential training partners are only going to be interested in working with the SCW Program if there is a significant demonstrated need. For example, LiUNA has the capacity to implement specific training around a large variety of skills for the construction industry, including stormwater-focused curriculum, but may not develop or host such training programs without explicit and demonstrated demand from the sector, and ideally tied to specific open job positions. **The SCW Program should consider developing a communications plan aimed at defining and communicating the current and projected labor needs of the program to potential recruitment and training partners.**
    - b. As previously mentioned, the recent workforce projections by ARLA, combined with coordination about labor demand with municipalities, may be an effective place to begin when communicating demand for specific skillsets with recruitment and training partners.
  - 3. The SCW Program should consider adopting and funding a curriculum-based stormwater certification program, such as NGICP or CWC, and integrating this into a SCW Program-focused workforce development program.**
    - a. Regardless of where the training and workforce development activities are hosted, be it through PLACE, LiUNA, LACC or other partners, having a stormwater focused curriculum will help to ensure that new workers are informed about the specific needs and requirements for stormwater infrastructure design, construction and maintenance.
    - b. The desktop screening identified at least 6 cases where the NGICP curriculum is being used by successful workforce development organizations across North America. NGICP appears to be gaining traction as a go-to standard for the industry. While fewer cases were identified for the CWC curriculum, based on information available during the desktop screening, the WLA was unable to determine which curriculum might be best suited for SCW Program adoption.
    - c. Providing an industry recognized certification might make a training program more attractive to participants by providing credentials that can be used to demonstrate capabilities in other stormwater markets outside of L.A. County.
  - 4. A SCW workforce development and training program should consider including skillsets that are cross-functional and applicable to other labor markets.**

- a. Many of the programs identified through the desktop screening, including some that were evaluated further in the case studies, provide a well-rounded suite of training curricula beyond those just applicable to the stormwater space. By doing this, participants will leave the program with skills that are useful to multiple career paths. In some ways, this mitigates the issue of potential concern over the scale and permanence of the SCW Program job needs.
  - b. Groundwork Rhode Island provides an example of a program that takes the extra step of ensuring that its participants learn more than stormwater-specific skills. Their program includes other transferable certifications such as: OSHA HAZWOPER 40 hours with Confined Space Entry, OSHA Construction Safety 10 hours, First AID/CPR, EPA-Certified 8 Hour Lead Renovator Training, Asbestos Supervisor/Contractor 40 Hour, Indoor Air Quality and Vapor Intrusion, Wastewater/Sewage Treatment, Energy Efficiency and Weatherization and Green Infrastructure and Stormwater Management among others. As such, participants leaving the Groundworks program will be valuable to employers across multiple industries.
  - c. This finding points to the value of integrating a stormwater specific module into an existing and broader training regime such as LiUNA and L.A. Conservation Corps.
5. **The SCW Program should consider including local native plant curriculum and certification into a workforce development program.**
- a. In addition to stormwater focused curriculum, and other transferable certifications, the SCW Program has a need for professionals with knowledge and experience about designing, installing, and maintaining landscapes with plants that are native to the L.A. Region. Consistent incorporation of native species into SCW Projects will help the Program meet its goals, particularly around nature-based solutions.
  - b. The case study on the Theodore Payne Foundation demonstrates that there is existing capacity to provide training for landscape professionals on the use and care of native vegetation through the California Native Plant Landscaper Certificate Program. The SCW Program should consider incorporating this training into at least part of its workforce development efforts.
6. **The SCW Program should consider, in collaboration with municipalities and project proponents, developing standard hiring practices for SCW funded projects.** These could, for instance, require at least some portion of the workforce providing specific services for SCW Program projects, to have undertaken SCW Program-funded training (such as described above).
7. **The SCW Program should consider how best to engage with organizations representing American Indian individuals and tribes in L.A. County.**
- a. The desktop screening and case studies indicate that organizations representing the Native American workforce may not be well connected to nor informed of the workforce needs of the SCW Program or broader stormwater industry. Only one local organization, United American Indian Involvement (UAI) was identified in the desktop screening as having a specific focus on American Indian workforce development. **The SCW Program should consider engaging directly with UAI about their thoughts and needs around workforce development in L.A.**

**County and should ensure that UAI is informed about the labor needs of the SCW Program.**

- b. The National Congress of American Indian's (NCAI) Workforce Development Toolkit provides several insights about how Native American communities approach workforce development efforts. The case study on this toolkit selected some key takeaways including, among others, thinking about workforce development as a multi-generational investment, infusing tribal history culture and values into workforce development and training efforts, ensuring that effected parents have access to childcare in order to pursue work opportunities, and engaging with local employers to gather data about long term labor needs.
  - c. The NCAI case study also identified a California-based program, the California Indian Manpower Coalition (CIMC) which offers a training program for existing or aspiring Native small business owners to start or grow their own businesses. **The SCW Program should consider engaging with CIMC to determine whether their training program is applicable and transferable to the stormwater industry in L.A. County.**
- 8. To grow interest in stormwater management issues and improve long-term recruitment pipelines for the broader stormwater and water management industries in the L.A. Region, the SCW Program should consider developing, or partnering with other organizations on a k-12 school education program.**
- a. The desktop screening and case studies identified several organizations that engage with school age children on topics ranging from native plant and design and maintenance of school gardens (Theodore Payne Foundation) to hands on post school programs (LACC Charter Schools Program). Rather than develop a stormwater-focused education program from scratch, it may be beneficial for the SCW Program to partner with existing education-focused organizations to take advantage of existing capacity and skills. The SCW Program could fund the development of new curricula that could be integrated with existing in-school or after school programs.
- 9. The SCW Program should consider creating a grant program for qualified small businesses working in the stormwater sector.**
- a. Starting and growing a new business to serve the construction, maintenance, and operation needs of the SCW Program could be a daunting prospect for a would-be entrepreneur. By providing grant incentives directly to owners of small businesses, the SCW Program could help reduce startup risk and uncertainty.
  - b. A stormwater-focused grant program could also attract potential new business owners who may consider the opportunity to be worthwhile if some of the short-term startup costs are offset.
  - c. A business grant program could be tied to or contingent upon, among other prerequisites, participation by the business's owner or one or more of its employees in a stormwater-focused training program.
  - d. As DEO's Apex and Build Back Better programs already work with and administer grants for small businesses, it may be prudent for the SCW Program to consider partnering with DEO to determine the best pathway for a stormwater-focused business grant program.

## 6.2 Best Practices for Engagement of Individuals with Barriers to Employment

An important aspect of the WLA is the identification of best practices for engaging with individuals with barriers to employment. Based on the case studies developed, the following findings may assist the SCW Program with engaging with such individuals. Some of the best practices listed here are also mentioned in the findings section above.

1. Recruit candidates through multiple sources including community-based organizations, and schools and maintain an online presence through social media platforms.
2. Coordinate efforts with other government agencies in L.A. County to ensure that SCW Program job opportunities remain up to date and visible within the broader workforce development community.
3. Clearly lay out the expectations of the training programs and define the expected time commitment such that the application process itself results in selection of candidates who are highly motivated and therefore most likely to make the most of the career opportunity. The Green Stewards case study provides a glimpse into the types of basic requirements and expectations that lead to candidate success for GSI maintenance positions.
4. Offer payment for participating in training programs and on-the-job internships.
5. Offer portable certifications that are transferable to multiple industries.
6. Integrate “soft skills” training such as resume building, interview preparation, interpersonal communication, and financial literacy into other core training programs.
7. Integrate case management, personal support, and other social services to help remove employment barriers. These programs exist for individuals preparing for employment with the County (PLACE) as well as with other private employment options (Bridging the Gap and Youth @Work)
8. Provide options for child-care during training hours for parents seeking employment.
9. Provide training materials and sessions in multiple languages including but perhaps not limited to Spanish and English.
10. Provide options for training that are flexible, including weekends and evening hours to reach and provide equal access to education for diverse community members including those who are already working but who want to improve their knowledge and credentials as well as parents or primary caretakers.
11. Provide “work readiness” assessments for candidates who complete training programs to provide some assurance to potential employers that they will be employing individuals who are prepared and fit to work.
12. Ensure that training programs are directly linked to full time paid positions with SCW Program related employers including the County, participating municipalities, and partner agencies.
13. Ensure that full-time positions offer a livable paid wage.
14. Offer wraparound continuing case management services for participants even after they have entered the workforce.
15. Clearly define career trajectories, indicating opportunities for promotion and wage growth within the stormwater industry. This will demonstrate to committed participants that a continually improving future career outlook is possible. LiUNA and its associated unions provide a good example of how members can advance through numerous career levels based on clearly defined hours on the job and training accomplishments.

## 7.0 Conclusions

The WLA identified and provided a high-level summary of workforce development activities and organizations in the L.A. Region that are relevant to the SCW Program. It covered organizations that are both operating to some degree in the stormwater space, as well as others that are providing more general workforce development services. The WLA also documented a selection of organizations and programs that have realized some success with workforce development in the stormwater space in other cities and regions across the United States. Among other lessons, these examples from other regions demonstrate that successful local efforts to create a stormwater-focused workforce are possible and that the SCW Program could help to foster and grow similar successful workforce development programs in the L.A. Region.

More in-depth case studies were undertaken for 13 of the identified 79 organizations and programs. These case studies provided more informed and diverse insights related to a broad range of participants and activities in the workforce development space.

Based on the combined summaries and case studies, the WLA provided findings, including general observations about the state of the workforce development space in the L.A. Region, potential actionable steps for the SCW Program to take, as well as best practices identified from the broader workforce development community. The latter were focused in particular on individuals with barriers to employment. While there is significant nuance provided in this WLA (in particular, refer to the **bolded** text above), some of the bigger-picture and more broadly relevant observations and findings include:

1. While the WLA may not have covered every instance or activity, it is clear that the L.A. Region has a robust and diverse network of workforce development organizations, in both the public and private sectors.
2. The SCW Program should consider, to the extent practical, leveraging the existing capacities of these organizations to recruit, prepare, train, and deploy individuals into the workforce. The SCW Program need not reinvent the wheel when it comes to wrap-around services like case management and basic workforce preparation skills. It may also be able to immediately hire existing workforce capacity from organizations like L.A. Conservation Corps and take advantage of small business support services through County supported programs like APEX and Build Back Better.
3. The SCW Program should consider standing up a stormwater-focused training module, ideally delivered through one of the existing workforce development organizations, such that the curriculum prepares workers for projects in the stormwater space while supplementing other training activities and certifications that prepare them for a broad range of career opportunities. Participants should be paid to participate in any training program.
4. Any workforce development program should be closely tied to actual jobs that need filling such that participants have an opportunity for immediate job placement. The SCW Program should work closely with municipalities and other potential SCW Program employers to clearly identify current and future projected job needs and make commitments for hiring through a SCW Program-sponsored curriculum.

5. These job needs should be clearly communicated with workforce organizations such as, but not limited to, LiUNA, DEO, United American Indian Involvement, the L.A. Conservation Corps, and the Los Angeles Buildings and Construction Trades Council to motivate these groups to engage and recruit potential stormwater industry workers.
6. The SCW Program could support small businesses growing in the stormwater space by ensuring that contracts are scaled to attract significant and steady services (e.g. by aggregating maintenance districts), and by reducing business development risks through provision of grants to small stormwater-focused businesses.
7. The SCW Program should also consider opportunities to engage youth through school-based education and volunteerism (possibly integrating with one or more existing school programs), and internship opportunities with the District, municipalities, and partner private contractors to SCW Program projects. DEO has several programs such as Countywide Youth Bridges and Youth@Work that could serve as a starting point for such activities.

Overall, there are numerous points of possible initial engagement, as identified by the short list above, that have been identified through the WLA. It is important to begin with one or more obvious steps, and to let the program evolve in complexity and scope. It is also important that at least one of the initial steps results in some initial small gain in job creation. This could mean, for example, hiring one or more interns or junior staff into the SCW Program administrative team, creating a small contract for an existing small business or local organization to undertake maintenance-activities on existing stormwater projects, or begin training local trainers (i.e. a train-the-trainer program) based on an existing certification program such as NGICP or CWC.

Regardless of the starting point, or of the evolutionary trajectory of a SCW workforce development program, the opportunity to have a positive impact on the stormwater industry in the L.A. Region appears to be realistic. The overall stage is already set for a successful workforce-development program to grow through partnerships with existing organizations, and financial support of individuals and businesses. However, to be successful in the long term, the SCW Program needs to do the work of coordinating with municipalities about job creation and communicating with partner organization to engage the recruitment and training pipeline.

## References:

Estolano Advisors, 2019. SCW Program Workforce Development Literature Review. Not publicly available.

Estolano Advisors, 2019. SCW Program Recommendations for the Utilization of Measure W Workforce Development Funds. Not publicly available.

Worker Education and Resource Center (WERC). 2018. Workforce Development Strategies, 2018. Prepared for Los Angeles County Chief Executive Office. June 1, 2018

See Case studies for additional references.

## Appendix A: Desktop Screening – Detailed List of Organizations and Programs

Primary Organization	Sub-org / Partner	Program	Location	Description/Notes	Training Duration	Target Population (if applicable)
<b>LA County Public Workforce and Related Organizations/Programs</b>						
<b>Los Angeles County</b>	Department of Economic Opportunity (DEO)	DEO General	Los Angeles County	Formerly a part of the now dissolved. Workforce Development Aging and Community Services, (WDACS), The Department of Economic Opportunity (DEO) is LA County's central economic and workforce development hub helping residents connect to new career pathways, start and certify a business, and access life-changing opportunities. DEO is working to advance equity and inclusive, sustainable growth through all DEO programs and services by targeting economic benefits to the most vulnerable and marginalized communities, small businesses and residents in LA County. They are coordinated with America's Job Center of CA, LA County PTAC and other organizations and programs. They either host or partner with a broad range of workforce development programs and organizations including those below.	n.a.	Individuals with barriers to employment
		The Countywide Youth Bridges Program (CYBP)	Los Angeles County	Provides at-risk and disconnected youth with career exposure opportunities within the County of Los Angeles which is a path to a full-time employment as a LA County employee. CYBP provides meaningful career exposure within the County by offering a three-step program. The first step is Youth@Work Paid Internship, followed by a year Youth Worker Training Program in a County Job which finally leads to a full-time job with the County.	1-year+	At-risk Youth
		Careers for a Cause (C4C0)	Los Angeles County	Effort to train individuals in serving the homeless population. The program prepares students for a career in social services, matching these individuals with homeless service providers for employment at the end of the program. 8-week paid training	8-week (Paid)	Homeless
		America's Job Center of California (AJCC)	Los Angeles County	Hosts organization for numerous Workforce development and job placement programs. AJCC offers multiple job training and support services to help our youth enhance their skill sets or prepare for job interviews. Support includes resume building, dressing up for success, no cost skill training from computer classes to nursing programs and many other opportunities.	varies	varies
		Youth@Work	Los Angeles County	Youth@Work provides youth ages 14-24 with comprehensive services preparing youth for the 21st Century workplace. Services include work experience, personal enrichment training, academic and career counseling, advanced career services, and supportive services to complete program goals.	120-hrs (Paid)	Youth -14-24, Priority Youth populations (see website.)

LA:RISE	Los Angeles County	Collaborative partnership that unites the City and County of Los Angeles' Workforce Development System with non-profit social enterprises and for-profit employers to help men and women with high barriers to employment get good jobs and stay employed. Funded initially by the Department of Labor through a Workforce Innovation Fund grant, thanks to its early success, LA:RISE is now funded locally by a City of LA General Fund allocation, LA County Measure H, and workforce funding.	varies	men and women with high barriers to employment
HireUP	Los Angeles County	This a career pathway program for job-ready adults who are homeless or at risk of homelessness who are work-ready in Los Angeles County. The program provides individuals with paid employment skills training & wrap around services through multi-agency collaboration.	Unknown	job-ready adults who are homeless or at risk of homelessness
Innovative Employment Solutions (INVEST)	Los Angeles County	One of the main goals of the INVEST program is to increase access to, and opportunities for, the employment, education, training and support services for individuals with barriers to employment, which are needed to success in the labor market. This is a collaborative partnership between WDACS, LA County Probation and the LA County Office of Diversion and Reentry (ODR) that seeks to provide employment opportunities and barrier mitigation services to LA County Adult Probationers.	n.a.	individuals with barriers to employment
Prison to Employment (P2E)	Los Angeles County	Prison to Employment Program, developed in 2018 as part of the California Governor's budget proposal, aims to improve employment outcomes for justice involved individuals by establishing and maintaining a partnership between local workforce agencies and corrections agencies. WDACS has partnered with California Department of Corrections and Rehabilitation and LA County Probation to develop a pipeline by which justice involved community members can access employment and training services.	varies	justice involved individuals
Returning Citizens Stimulus Program (RCS)	Los Angeles County	Partnership with the Center for Employment Opportunities, Inc. (CEO) to connect individuals recently released from incarceration to workforce programs through the Returning Citizens Stimulus (RCS) program. Participants receive financial support for achieving pre-defined milestones over a sixty (60) day period to improve employment outcomes. This program is being administered through various LA County America's Job Centers of California (AJCC).	varies	re-entry

	CRDF Career Center	Los Angeles County	WDACS, in partnership with the Sheriff (LASD), is implementing a Career Center at Century Regional Detention Facility (CRDF), the County's women's jail in Lynwood, to provide inmates with coordinated and comprehensive pre and post-release workforce development services, intensive trauma-informed case management, and specialized career pathway training in high growth industries to secure employment opportunities for women exiting CRDF and facilitate a successful reintegration back into society.	unknown	re-entry (women)
	Alternate Staffing Organizations (ASO)	Los Angeles County	Program aims to assist those affected by homelessness in the Los Angeles County region into subsidized temporary employment positions with the long-term goal of financial stability through stable employment in high-growth industries. The goal is to serve a total of 2,250 individuals. Goodwill is expected to serve 750 individuals and First Step Staffing is expected to serve 1,500 individuals.	Unknown	People experiencing homelessness
	LA County PTAC (or APEX)	Los Angeles County	The LA County APEX is an economic development program housed in our Office of Small Business. Provide one-on-one technical assistance, information, and training to small businesses in Los Angeles County to help them compete more effectively on federal, state, and local government contracts at no cost. The procurement technical assistance center is funded in part through a APEX cooperative agreement with the Defense		Small business owners
	Build Back Better	Los Angeles County	Through DEO hosts a number of programs to assist small businesses in LA County including access to grant opportunities, talent pipelines, legal and more. Also hosts the Economic Opportunity Grant Program (EOG) which will award over \$54 million in deferral American Rescue Plan Act (ARPA) funds across 6,800 grants to L.A. County small and micro businesses.		Small business owners
	Department of Public Works	Local and Targeted Worker Hiring Program	Los Angeles County	The County of Los Angeles established Local Worker Hiring Policy (and associated program) to increase local participation in the construction of capital projects as a strategic effort to retain and create jobs in its most economically challenged communities. Each project contains its own local and targeted worker participation goals or requirements. DPW tracks and publishes data about each project, their hiring goals and hiring outcomes and enables workers to register as "local or targeted workers" and for businesses to express interest in hiring from this pool.	n.a.

	Justice, Care and Opportunities Department (JCOD)		Los Angeles County	JCOD is the County's new central agency unifying LA County's efforts to serve vulnerable justice-impacted people and communities and drive forward the Board of Supervisors' vision of Care First, Jails Last. Includes Re-entry Services: Wildfire Training and Career Assistance: wildland firefighter training and certification - employed by CCC.. Life skills training + job placement assistance. Reports on website include Talent Needs of LA Area Tech Employers; Employment of Systems- Involved Angelinos. Good indication of salary ranges for healthcare industry.		Justice impacted people
	Department of Health Services: Office of Diversion and Reentry (ODR)		Los Angeles County	Develop and implement county-wide criminal justice diversion for persons with mental and/or substance use disorders, to provide reentry support services based on individual's needs, and to reduce youth involvement with the justice system.		Persons with mental or substance use disorders
	Department of Public Social Services (DPSS)		Los Angeles County	Among other activities, DPSS provides job services through several programs described below.		General (see below)
		Greater Avenues for Independence (GAIN)	Los Angeles County	GAIN is a program operated by LA County DPSS where eligible job seekers receive employment-related services to help find a job, stay employed, and move on to higher paying jobs. Services include Job Club, Vocational Assessment, Education and Training, Subsidized Employment, Community Services, and Post-Employment Services		"Eligible job seekers"
		Refugee Employment Program (REP)	Los Angeles County	The Refugee Employment Program (REP) can provide refugees with employment and training services.		Refugees
		General Relief Opportunities for WORK (GROW)	Los Angeles County	Provides employment and training services to help employable General Relief (GR) customers obtain jobs and eliminate the need for GR benefits. Participation in GROW is mandatory as a condition of aid. Provides Vocational Assessment, Skills for Work, Career Opportunities Resources and Employment, or Education and Training.		Adults with GR benefits
	Chief Executive Office, Anti Racism Diversity and Inclusion (ARDI)	My Brother's Keeper	Los Angeles County	The My Brother's Keeper (MBK) Challenge was launched by former President Obama in February 2014. The President called upon cities, counties, and tribal governments to make a commitment to improving outcomes for boys and young men of color. The MBK Challenge outlines six goal areas to increase education, employment, and safety. One of the goals is "Ensuring all youth out of school are employed"		Boys and young men of color

<b>State of California</b>	LA Metro	Workforce Initiative Now-Los Angeles (WIN-LA)	Los Angeles County	Program by WDACS in partnership with LA Metro's new workforce development program created to focus on careers in the transportation industry.	varies	Underrepresented populations (see website)
<b>City of L.A.</b>	LA World Airports	HireLAX	Los Angeles County	Program by WDACS in partnership with Los Angeles World Airports, Parsons, Flintridge and construction labor unions to provide a construction industry-based cohort program that provides local residents access to enroll in a comprehensive, construction apprenticeship preparation program offered by select public agencies or community partners.	8-weeks	General
	Economic Workforce Development Department	YouthSource and WorkSource	Los Angeles County	<p>The YouthSource programs are designed to help young Angelenos who are not in school and not working find the classes they need to graduate, get on the path to receive a high school diploma and pursue higher education. There are also opportunities for paid internships, occupational skills training and job readiness programs. Unclear what constitutes the training.</p> <p>EWDD currently operates 16 WorkSource Centers and 3 portal offices located throughout Los Angeles. These centers act as a personal employment agency and their services are always free. WorkSource serve adults, dislocated workers, veterans, the homeless and the re-entry population, and offer broad support to business owners and entrepreneurs.</p>	unclear	General but focus on youth, veterans, homeless, re-entry, business owners, entrepreneurs
<b>LA County Non-Public General Workforce and Related Organizations</b>						
<b>United American Indian Involvement (UAI)</b>		Workforce Development Program	Los Angeles County	The UAI Workforce Development Program, a Workforce Innovations and Opportunity Act (WIOA) Program, is funded by the United States Department of Labor. The program guides and encourages eligible American Indian/Alaska Natives to establish a self-sustaining way of life. UAI staff provide individualized career counseling to participants to further develop their skills and establish a clear career path that leads to employment or self-sufficiency.	n.a.	Native Indians and Alaskan Natives
<b>LA County, America's Job Center of California</b>			Los Angeles County	Hosts organization for numerous Workforce development and job placement programs. Some of these listed/cross referenced above under DOE. America's Job Center of California offers and connects multiple job training and support services to help our youth enhance their skill sets or prepare for job interviews. Support includes resume building, dressing up for success, no cost skill training from computer classes to nursing programs and many other opportunities.	varies	Varies

<b>Worker Education and Resource Center (WERC)</b>			Los Angeles County	WERC provides workforce development programs in partnership with public service and safety net employers in Los Angeles County. Focus on High Road Programs. WERC conducts research and planning, develops curriculum, and provides dynamic, cutting-edge training programs and intensive case management. Current program includes PLACE described below. No specific training activities.		General
		Preparing Los Angeles for County Employment. (PLACE)	Los Angeles County	WERC has launched a career preparation partnership with the County of LA. Preparing Los Angeles for County Employment (PLACE) readies county residents for good entry level jobs. PLACE provides opportunities for individuals who want to serve the public. WERC creates a dynamic learning environment for participants that includes workplace prep workshops, skills and technical education, classroom and on-the-job training, and support in applying for County employment. PLACE is currently assisting LA County hire for multiple positions including "Laborer" - "manual labor needed to maintain roads, flood control infrastructure, bridges, and other important infrastructure." No specific training activities.		General
<b>Los Angeles Alliance for a New Economy (LAANE)</b>			Los Angeles and Long Beach	LAANE is an advocacy organization committed to economic, environmental, and racial justice. They bridge community and labor power to win policies that improve the lives of working families in Los Angeles and in Long Beach. Their vision is to help build a new economy rooted in good jobs, thriving communities, and a healthy environment for all. They fight for change through community organizing, coalition building, research, communications, and policy work. No mention of training activities.		General
<b>Jobs Vision Success JVS-SoCal</b>			Los Angeles	Non-profit organization with mission to empower individuals to achieve dignity and economic independence through sustainable employment. Offer some career training programs but not specific to infrastructure/construction/stormwater industries.		General
<b>Rebuild SoCal Partners</b>			Southern California	The Rebuild SoCal Partnership (RSCP) consists of 2,750 contractors throughout Southern California that represent more than 90,000 union workers. RSCP is dedicated to working with elected officials and educating the public on the continued need for essential infrastructure funding, including airports, bridges, ports, rail, roads, and water projects. No specific workforce or training activities.	n.a.	

<b>Council for Watershed Health</b>	Water Foundation, ARLA, WaterHub	ReDesign LA	Los Angeles	<p>Redesign LA works to empower local leaders, non-profits, and small municipalities to redesign their neighborhoods, schools and communities and achieve relevant social impacts through water resources. The ReDesign LA website is meant to be an ongoing resource of useful frameworks, toolkits, case studies, event and funding tracking, and "lessons-learned" across Water Foundation, CWH and their partner's work. We hope that this ongoing compilation of information will benefit watershed coordinators, project managers, community leaders, and others when developing nature-based solutions for their own communities.</p> <p>The website includes a "Coming Soon" section on Operations and Maintenance.</p> <p>No specific Workforce Development or Training</p>		n.a.
<b>LA County GSI / Green Jobs Training</b>						
<b>LA Conservation Corps</b>		Young Adult Corps, Clean and Green, Afterschool program	Los Angeles County	<p>Environmentally focused youth development non-profit organization.</p> <p>Young Adult Corps: Paid work experience is the platform for job skills training. Work includes conservation projects that benefit the environment and service-learning projects that benefit the community like: Urban forestry, Community Beautification and Neighborhood, Quality of Life Improvements, Recycling and Zero Waste Education, Wildfire Prevention and Recovery, Food Security, Parks and Outdoor Recreation Development.</p> <p>Clean &amp; Green youth development program offers school-aged youth, ages 14-17, a "first job experience." Clean &amp; Green is a unique public-private partnership with the City of Los Angeles</p> <p>After School Program strives to extend the school day in fun and exciting ways for thousands of children at dozens of campuses in the Los Angeles Unified School District.</p>	Varies	Youth and Young Adults
<b>Conservation Corps of Long Beach</b>			Long Beach, CA	<p>Supports young people in realizing their potential through work, service, conservation, and education. Corps members are paid like a regular employee to learn and become increasingly self-sufficient. CCLB offers an array of training of training that leads to industry -recognized credentials internship, personal development and more. Between building local parks, planting drought tolerant landscapes and installing drip irrigation systems, CCLB is committed to serving the City of Long Beach through environmental and sustainability projects. The Conservation Corps of Long Beach is a 12-Month Job Training Program for Youth Ages 18-26.</p>	12-Month	Youth 18-26

<b>LA Nature For All</b>		Leadership Academy, Community Ambassador Training, Water Warriors Training, Nature 4 All Stewards	Los Angeles County	Mission is to build a diverse base of support to ensure that everyone in the Los Angeles area has equitable access to the wide range of benefits which nature provides. Nature For All is building a legacy of environmental leaders and stewardship by empowering underserved community members in the Los Angeles region to increase the equitable distribution of public funds to communities in need of parks, transit to parks, and water resiliency. Nature 4 All hosts several training and Leadership Development programs: Leadership Academy + Community Ambassador Training + Water Warriors Training , Nature 4 All Stewards (volunteer program)	1-3 days	Youth and Young Adults
<b>Los Angeles and Orange Counties Building and Construction Trades Council</b>			LA County	Provides MC3 Pre-Apprenticeship Training for numerous partners throughout the County. The goal of the Apprenticeship Readiness Fund and Apprenticeship Readiness Training of the LAOC Building Trades Council is to expand the MC3 training programs throughout the Los Angeles and Orange Counties. MC3 is a pre-apprenticeship curriculum developed by the North American Building Trades Union designed to meet the high union standards. The MC3 training programs is a pathway to an apprenticeship with one of our union trades and a middle-class life.	varies	General
<b>Laborers Local 300 and Local 1309</b>	Southern California Laborers' Training School		LA County	Utilize the Southern California Laborers' Training School based out of Azusa, Ca with satellite training taking place at our main office at 3971 Pixie Ave., Lakewood. Provides Construction Apprenticeships for: Cement Mason Apprenticeship Landscape and Irrigation Apprenticeship Environmental: Trainings for green construction awareness, pipe laying, abatement, and remediation Journey Worker Assessments	5-day orientation+ 48 hours Related Supplemental Instruction (RSI) + on-the job training	General
<b>LIUNA Training and Education</b>	Southern California's Laborers' Training School			Extensive training opportunities, both online and in person as well as apprenticeship coordination/hosting. Some of the Stormwater relevant courses include, among others: Landscape:1-4; Green Construction Awareness, Green Roof Installation, Landscape Laborer, Pipe Laying,		

<b>Seed LA</b>	Grown LA?	Seed LA Technical Protocols & Train the Trainer	LA County and Region	In 2017-2019, Seed LA hosted a handful of workshops called "Train the Trainer," which focus on training partners on Seed LA's Technical Protocols in order to maintain best management practices in all Seed LA collections. During these field excursions, partners of Seed LA were first trained in a mini-workshop on these sustainable collection practices. In the latter portion of the day, novices are partnered with more trained collectors, and set out into the field to collect the target species. The Train the Trainer model utilizes the vast expertise and experience of many of our collaborators to educate less experienced seed collectors, which will support the regional seed network of well-informed collectors. Seed LA hopes to host more Train the Trainer workshops in 2021, and we invite interested participants to reach out to Seed LA through our <a href="#">contact page</a> .		General
<b>City of L.A.</b>	L.A. Sanitation	Green Stormwater Infrastructure Operations and Maintenance Certification at LATTC		Green Stormwater Infrastructure Operations and Maintenance Certification: This course may be discontinued		
<b>Council for Watershed Health</b>	LA Unified School District	Operations and Maintenance Training	LA County (LAUSD)	Operations and Maintenance Training for LA Unified School District facilities workers		
<b>Tree People</b>		Community Forester Training	Los Angeles	TreePeople's Community Forester Program empowers individuals and community groups to plan and implement their own tree planting events. Utilizing hands-on/virtual training and support, our goal is to build teams of Community Foresters throughout Los Angeles County to help create climate-resilient neighborhoods. TreePeople supports local community project teams by providing four-session Community Forester Training for individuals/groups interested in taking on a leadership role to implement a tree planting project in their community. The training provides the step-by-step details on how to choose the right tree for the right place, bring together resources, plan, recruit community members, and run a tree planting event.	4 days	General

<b>Water LA</b>		Community Volunteer Program		Water LA activates Angelinos to capture, conserve, and reuse local water sources in the yards and parkways of private residences through nature-based solutions. They work with community members to install property retrofits that meet these goals. Community member volunteers receive on-the-volunteer training in installation of small scale (mostly residential) stormwater retrofits. They offer hands on workshops covering Site Assessment, Turf Removal/Soil Building, Rain Tanks, Rain Grading, Parkway Basins, Greywater Systems, Infiltration Trenches, Permeable Paving, Native & Edible Planting, and Stewardship	volunteer	General
<b>National Specific GSI / Green Jobs Training Programs</b>						
<b>Baltimore Civic Works</b>		Stormwater Management Technician Training Program	Baltimore, MD	As part of the Baltimore Center for Green Careers, Baltimore Civic Works implemented the inaugural Stormwater Management Technician Training program in 2017 to address the demand for qualified workers. The career training program is offered free of cost to residents, with both classroom and hands-on elements. Graduates receive a Clean Water Certificate from the Center for Watershed Protection. The program also provides on-the-job training and job placement into entry-level green careers with employers that offer a living wage.	35 Hours	Low-income, under- and unemployed, re-entry
<b>The HOPE Program</b>		Sustainable South Bronx (SSBx)	New York, NY	The Sustainable South Bronx (SSBx) program trains jobseekers in the green construction and maintenance fields, beautifying the South Bronx and improving energy efficiency throughout the borough. Graduates who complete the program gain 10 industry-recognized credentials and the skills and knowledge to succeed in a variety of green careers. Certifications include OSHA 10 General Industry, OSHA 30 Construction, 8hr Fall Prevention, 2hr Drug/Alcohol Awareness, Site Safety Training card, Construction Site Safety Flag person, DOB 4hr Supported Scaffold User, OSHA 16hr Confined Space, CPR and First Aid, HAZWOPER, Asbestos Handler, RBE WHALCI, Air Sealer, MFBO	12 weeks	Low-income, under- and unemployed, re-entry, homeless
<b>PUSH Buffalo</b>		PUSH Blue	Buffalo, NY	Since 2009 PUSH Buffalo has been working diligently in establishing and promoting green infrastructure throughout the City of Buffalo. Since 2013, PUSH Blue has engaged an experienced team to work on projects including green infrastructure, stormwater mitigation, native plants, integrated pest management, and community gardening. The PUSH Blue team also offers trainings in a range of topics (including NGICP).	35 hours	General

<b>City of Chicago</b>		GreenCorps Chicago	Chicago, IL	<p>Greencorps Chicago is the City of Chicago's paid green-industry employment program with on-the-job training focused on preparing participants for successful employment in fields of ecological restoration, green infrastructure, tree care, and landscaping.</p> <p>The model is rooted in education and reinforced with experience on real-world projects. The classroom training is intensive in the early stages of the program as trainees gain the knowledge and skills required to work on projects. The knowledge learned in training is then applied and continually reinforced on projects throughout the Chicagoland region. Along the way trainees can also earn industry recognized certifications such as: Defensive Driving, First Aid and CPR, HAZWOPER, OSHA 10 Hour General Safety Standards, Chicago Wilderness/Midwest Prescription Burn, IL Pesticide License.</p> <p>Greencorps offers seven to nine months of employment and on-the-job training</p>	9 months	Local residents, Under- and unemployed, re-entry
<b>Columbus Public Utilities and Columbus State Community College</b>		Blueprint Columbus Green Infrastructure Training Program	Columbus, OH	<p>BluePrint seems to be a project delivery program - No clear indication of training program. Website links to other training modules at EPA and Center for Watershed Protection.</p> <p>There are four pillars that make up the program and will be implemented in all Blueprint neighborhoods: lateral lining, roof water redirection, a voluntary sump pump program, and green infrastructure.</p>	72 hours	Under- and unemployed, low-income, people of color
<b>DC Water and Sewer Authority</b>		DC Waterworks Local Hiring Initiative	District of Columbia	<p>DC Water Works initiative - a multi-pronged effort to boost local hiring on DC Water projects. Through this program, we actively encourage and support the development and participation of local residents in the Authority's contractor workforce. The creation of a local, readily available labor pool, with skills needed by our contractors will enhance our ability to provide water and sewer services. Training seems to be intermittent and dependent on current needs.</p>	72 hours	General, under- unemployed
<b>DIRT Corps</b>		DIRT Corps Training Program	Duwamish, WA	<p>Dirt Corps focuses on creating green career pathways for people facing barriers within the existing routes to environmental work. Provide hands-on training with a focus on rain garden and cistern design/build, operations and maintenance, vegetation management, urban forestry and ecological restoration,</p>	6 weeks (40-60 hours)	Women, people of color, LGBTQ, veterans, under - unemployed

<b>City of Kansas City and Bridging the Gap</b>		Green Stewards	Kansas City	The Green Stewards program is a local workforce development program designed to support the City of Kansas City, Missouri in day-to-day maintenance and monitoring of 230 constructed green infrastructure installations in the areas of the city served by the combined sewer system. Bridging The Gap is contracted to manage the program, and works with area non-profits to develop a pool of skilled maintenance workers to hire from at-risk communities in Kansas City. In addition to providing problem-free maintenance for designated green stormwater infrastructure sites, the program focuses on the development of the Stewards' skills in green infrastructure and landscape maintenance to develop qualifications for long-term employment in those fields. Bridging the Gap also sponsors other activities around tree planting, training etc...	3-years	At-risk communities
<b>Louisiana Green Corps</b>		Youth Construction and Conservation Corps	Louisiana	Our Green Infrastructure Construction and Conservation (GICC) is a 10-week free & paid training comprised of professional development (soft skills), skills attainment (construction and GI), and a paid internship. Students learn different systems used in the mitigation of stormwater, french drains, sunken gardens, bioswales, native plants, etc... Participants will earn the following nationally recognized industry-based credentials: NCCER Core (Construction Essentials), OSHA 10 Construction Safety Forklift Operation Certificate, Clean Water Certificate (GI only)	10-week	Young Adults 18-25
<b>City of Milwaukee</b>	Metropolitan Sewer District	Walnut Way Conservation Corps, Fresh Coast Ambassadors , Groundwork Milwaukee	Milwaukee , WI	MMSD partners with multiple organizations to deliver green jobs training: Fresh Coast Ambassador, Blue Skies Landscaping Program, Pre-Apprenticeship Training, MMSD Apprenticeships	35+ Hours	General, under- employed, re-entry
<b>Minnesota Pollution Control Agency</b>		Green Corps	Minnesota	Each year, the program places AmeriCorps members with host site organizations around the state to help communities increase resilience to climate change by: Reducing solid waste and increasing recycling, Reducing greenhouse gases and other air pollutants, Reducing water runoff and improving water quality, Encouraging eco-friendly behavior, Reducing disproportionate negative impacts from pollution. Members serve full-time at their host sites for 11 months, from mid-September through mid-August. Host sites include cities, counties, tribal nations, public schools, universities, watershed districts, and nonprofit organizations.	11-months	General

<b>Yale</b>	School of the Environment	Green Skills and Green Infrastructure	New Haven, CT	URI GreenSkills is a local green jobs program that employs high school students and adults with employment barriers through the planting of trees. URI has partnered with the City of New Haven, EMERGE Connecticut, Inc., and the Yale School of Forestry & Environmental Studies to help lead the construction and management of many of these bioswales. To date this partnership has installed over 70 bioswales throughout downtown New Haven, providing employment opportunities to nearly two-dozen recently incarcerated men and women. Doesn't seem to be much training.	n.a.	High School and reentry
<b>Limitless Vistas Inc.</b>		Limitless Vistas	New Orleans, LA	Organization devoted to creating opportunities for disconnected young adults. Provides free environmental conservation workforce development and job training. To date, LVI has trained over 600 local individuals with a placement rate of 75%. Offers several job training programs that prepare graduates for environmental and conservation careers. LVI's AmeriCorps and GulfCorps programs include community service projects focused on conserving Southeast Louisiana's fragile coastal lands.	5-6 months	Young Adults 18-24, Vets up to 35
<b>Onondaga Earth Corps</b>	AmeriCorps		Syracuse, NY	The mission of the OEC is to empower youth to be active participants in creating positive change for their communities and the environment. They: Help youth understand the relationship between people and the urban ecosystem, engage youth in hands-on community and environmental service learning projects, Train youth for future jobs and careers in environmental fields, Empower youth by developing their leadership abilities that help them analyze situations, solve problems and implement strategies to improve their communities. Does not seem to have a clear training program In partnership with The Corps Network, The National Trust for Historic Preservation, and owners of unique cultural sites, Onondaga Earth Corps is helping train the next generation of preservationists. Young people gain experience in carpentry, masonry, preservation craft, and remodeling skills. Additionally, historic spaces are re-invigorated and new connections are made to our nation's inspiring places. More information can be found at <a href="http://www.savingplaces.org">www.savingplaces.org</a> .	?	Young Adults 18-25

<b>Peoria Stormwater</b>	AmeriCorps	PeoriaCorps	Peoria, IL	PeoriaCorps is an AmeriCorps program through Serve Illinois. PeoriaCorps educates members on green infrastructure through an intense environmental literacy curriculum (Roots of Success) that helps develop green solutions for stormwater challenges and flooding in our city. PeoriaCorps members earn an industry-recognized credential through NGICP (National Green Infrastructure Certification Program). PeoriaCorps members help maintain green infrastructure projects throughout Peoria, plant trees on road medians and sidewalks, pick up litter weekly in and around the urban core of Peoria.	9 months	Young Adults 18-24
<b>City of Philadelphia</b>	AmeriCorps	PowerCorpPHL	Philadelphia, PA	The City of Philadelphia launched PowerCorpPHL, an AmeriCorps program, in 2013 to improve stormwater management, increase tree coverage, and revitalize public land. The PowerCorpPHL model includes six months of full-time service as an AmeriCorps member with City departments and three months of intensive job placement support.	4-18 months	Young Adults 18-26
<b>City of Portland / Verde</b>		Verde landscape	Portland Oregon	Verde serves communities by building environmental wealth through social enterprise, outreach, and advocacy. "Verde Landscape" is a licensed contractor providing access to asset-building resources: good wages, health benefits, training. Each Crew Member develops an Individual Learning Plan and receives 80 hours/year of paid classroom training per that plan. Other Verde training includes after school enviro education. Partner with "Living/Cully"	80 hour/year	Local residents, low-income, people of color
<b>Groundwork Rhode Island</b>		Adult Job Training, GroundCorp, and GreenTeam	Rhode Island	Groundwork Rhode Island's Adult Job Training introduces local residents to career pathways in the environmental sector – particularly in the areas of brownfield remediation, lead and asbestos abatement, stormwater management, and urban land restoration. The training offers many certifications that make participants more competitive job applicants, and gives them hands-on experience in stormwater, garden, and tree planting projects. GroundCorp, the social venture of Groundwork Rhode Island, is a landscape design-build and maintenance service. Fully insured and licensed as a contractor in the state of Rhode Island, GroundCorp provides valuable, paid, hands-on work experience to graduates of our job training program as they search for permanent employment. Green Team provides youth development and employment opportunities for high school students (6-week period)	Varies - up to 7-weeks	Local residents, re-entry, public housing residents

<b>City of Seattle</b>	Seattle Parks and Recreation	Seattle Conservation Corps	Seattle, WA	This program gives homeless adults opportunities to train and work in a structured program that provides them with job skills and carries out projects that benefit our community members and our environment. Not a lot of info about training program		People experiencing homelessness
<b>Professional Certification Programs</b>						
<b>Center for Watershed Protection</b>		Clean Water Certificate Training Program	National	The Clean Water Certificate (CWC) training program for workforce development provides high quality training opportunities that promotes job growth in the stormwater industry and delivers industry specific, job-readiness skills and knowledge. The goals of the CWC training program are to: Provide the stormwater industry access to an “on the job ready” workforce, Expand the skilled stormwater industry workforce to help meet the demand for stormwater installation and maintenance, and Increased opportunity for individuals in low-income communities, under or unemployed individuals to secure a living wage job leading to financial stability.	?	General
<b>EnviroCert International</b>		National Green Infrastructure Certification Program (NGICP)	National	Initially developed through partnership between WEF and DC Water (and now owned by EnviroCert International) The National Green Infrastructure Certification Program (NGICP) provides the base-level skill set needed for entry-level workers to properly construct, inspect, and maintain green stormwater infrastructure (GI). Designed to meet international best practice standards, NGICP is a tool that can be used to meet a wide range of needs, including professional development for existing GI professionals and as part of a larger workforce development to provide candidates with the technical skills necessary to enter the green workforce and earn a livable wage. Include 35-hour curriculum, in some locations (DC) workers are also required to complete 72 supplementary hours of workforce training related to stormwater and construction, and to participate in case management and job readiness services from the workforce development department. In addition to NGICP, Envirocert provides additional training certification programs including for example: Certified Professional in Erosion and Sediment Control (CPESC), Certified Erosion Sediment, and Stormwater Inspector (CESSWI), Certified Professional in Stormwater Quality (CPSWQ), Certified Professional in Municipal Stormwater Management (CPMSM), Certified Professional in Industrial Stormwater Management (CPISM), Certified Professional in Stormwater Inspection (CPSWI), Certified Professional in Water Pollution Control (CPWPC), Qualified Stormwater Manager Certificate of Training (QSM)	NGICP - 35 hours	General

<b>Stormwater One</b>			California	Stormwater One offers a wide variety of training courses for various certifications including, among others: Qualified Preparer of Stormwater Pollution Prevention Plans, Compliance Inspector of Stormwater Controls, SW Management for Oil and Gas Construction Activities, Construction Site Runoff Control, The ABCs of BMP Installation, Stormwater Awareness Training, Intro to Basic Stormwater Calculations, and California Construction General Permit Training etc... Some trainings are paid, some are free.	varies	General
<b>North Carolina State University</b>	Biological & Agricultural Engineering Department	Stormwater Inspection and Maintenance Certification Program	North Carolina	The North Carolina State University (NCSU) Stormwater Inspection and Maintenance Certification program offers workshops across North Carolina. Designers will learn to design SCMs with maintenance in mind; landscapers can diversify their business to ensure year-round work in a recession-proof area of work, and suppliers of materials and technology to the stormwater industry can learn about new and existing opportunities to support the stormwater industry. Harvard Law School reported that NCSU determined that in 2007, prior to NCSU worker certifications, 95 percent of 425 GSI projects implemented in Cary, North Carolina had failed inspections because they were not properly maintained. Most repairs were maintenance related that could have been avoided: erosion and clogging, trash and rubbish, and unwanted vegetation. However, after owners hired NCSU-certified workers, about 95 percent of GSI best management practices (BMPs) passed a second inspection.	14-hours	General
<b>California Stormwater Quality Association (CASQA)</b>			California	Provides various training/certification programs including: Qualified Stormwater Pollution Prevention Plan Practitioner (QSP) Qualified Stormwater Pollution Prevention Plan Developer (QSD) Qualified Industrial Stormwater Practitioner (QISP)	varies	General
<b>National Stormwater Center</b>			National	Offers training for Certified Stormwater Inspector MS4 – California	varies	General
<b>National Ready Mix Concrete Association (NRMCA)</b>				Offers Several relevant training certifications and courses: Pervious Concrete Contractor Certification Program (Three levels - Technician, Installer, Craftsman) Responsible Sourcing Certification. Environmental Certification Course Environmental Course for the Ready Mixed Concrete Industry	varies	General

<b>Theodore Payne Foundation</b>		California Native Plant Landscaper Certificate Program		Our California Native Plant Landscaper Certificate Program (CNPLC) is a job-training program for landscape professionals developed and taught by highly respected native plant experts. Designed with the professional—and the aspiring professional—in mind, this four-week course is offered in Spanish and English with flexible hours that include nights and weekends as well as recordings that can be accessed anytime. At the end of the course, you'll get a certificate of completion and learn how to promote your business.	4-weeks (English and Spanish)	General - Small Business
<b>Ecopliant</b>				Ecopliant offers online Zoom based training and testing for becoming a Certified Inspector of Sediment and Erosion Control Inc.		General
<b>Green Gardens Group</b>		Watershed Wise Landscape Professional		G3's US EPA WaterSense recognized Watershed Wise Landscape Professional Certification (WWLP) qualifies conservation, water quality and landscape professionals to evaluate irrigation systems and factor rainwater use efficiency into outdoor water efficiency analysis. The WWLP workshop provides its participants with a deeper understanding of the plant/soil/water relationship, plant water requirements, landscape water budgeting, irrigation management and using rainwater as a resource to reduce landscape water and resource use, regardless of the climate in which the landscape is situated.		
<b>Degrees/Short Online Courses/Gateway Education</b>						
<b>Citrus College</b>		Associate Degrees in: Water Efficiency Management and Water Technology	Glendora, CA	Offers Associate Degrees in: Water Efficiency Management (may be discontinued or merged with Water technology) ; and Water Technology		
<b>College of the Canyons</b>		Water Systems Technology Certificate	Santa Clarita, Castaic, CA	Offers: Water Systems Technology Certificate (Associate Degree and Certificate);		
<b>Rio Hondo Community College</b>		Associate of Science in Environmental Technology; and Water Management Certificate		Offers: Associate of Science in Environmental Technology; and Water Management Certificate		

<b>ESRI</b>		ESRI Academy	Global	ESRI Academy offers several online courses that foster skills development to support the Stormwater and Green Infrastructure industry. These are aimed at utilizing digital, geospatial tools to assess and analyze Stormwater and Green Infrastructure systems. They include among others: Building the Foundation for Green Infrastructure Planning Introduction to Green Infrastructure Build a Green Infrastructure Strategy	1-6 hours	Geospatial Analysis Industry Professionals/Learners
<b>Green Infrastructure Foundation</b>		Green Infrastructure Training		GIF offers several short online courses. These are design and science focused rather than skills/workforce development focused and include: Introduction to Green Infrastructure Green Infrastructure Valuation Green Infrastructure for Climate Adaptation	up to 10 hrs	General
<b>National Recreation and Parks Association (NRPA)</b>		Green Stormwater Infrastructure Certification Program	National	Provides a comprehensive step-by-step learning forum online in nine-course modules and a review course module. This certificate program provides participants the assurance and foundation to successfully oversee a GSI project or program — from planning to evaluation and every step in between. Each course is about 30 to 60 minutes in length, provides real case studies and knowledge checks for successful knowledge advancement. The online courses have been designed for the working professional in mind and can be completed in small parts, whether you have 10 minutes or an hour.	6-9 hours	
<b>National Congress of American Indians</b>		Workforce Development Toolkit	National	NCAI has created a toolkit that shares the main findings of NCAI's multi-year research project examining the innovative approaches to workforce development that tribal nations along with Native organizations and tribal colleges and universities are forging. Titled "Building the Human Capacity to Rebuild Tribal Nations," the project seeks to answer the following questions (among others): How are tribal nations working to create reliable, sustainable career – not just job – opportunities for tribal citizens that directly advance the long-term goals of the nations to which those citizens belong? How are they investing in and preparing tribal citizens to succeed in particular careers that their nations need, and how are they creating pathways for those citizens to provide their nations meaningful returns on that investment?	n.a.	American Indians
<b>Project Labor Agreement (PLA) Resources</b>						

<b>San Francisco Water Power Sewer</b>			San Francisco	<p>In March of 2007, the SFPUC entered into a Project Labor Agreement (PLA) with the building and construction trades unions to cover the SFPUC's Water System Improvement Program (WSIP). In 2008, the Commission approved Addendum No. 1 of the Agreement, which extended the Agreement to the Advanced Meter Infrastructure project. In 2016, the Commission approved an Extension Agreement to the Sewer System Improvement Program (SSIP) projects and the AWSS Pumping Station 2 project (Extension Agreement).</p> <p>In 2019, the Commission approved the Second Addendum to the PLA which added seven projects to the Agreement. Pursuant to the process detailed in the Second Addendum approved by the Commission, the JAC added the Water Enterprise Capital Improvement Program (WECIP), including AWSS; (2) the Hetch Hetchy Capital Improvement Program (HCIP); and (3) the Wastewater Enterprise Capital Program (WVECIP). Appendix A-1 has been updated to reflect all of the projects covered by the PLA.</p>		
<b>Washington DC, Department of Energy and Environment (DOEE)</b>		Clean Water Construction Grant Program	District of Columbia	<p>This one is more about compliance with Federal contracting standards so not exactly what we are looking for:          The DOEE Clean Water Construction (CWC) program is responsible for ensuring that all CWC projects be contracted and constructed in accordance with the Federal Requirements and Contract Provisions for Work under the Federal Water Pollution Control Act, As Amended for US Environmental Protection Agency, Region III (Federal Insert)</p>		
<b>Metropolitan Water District of Southern California</b>				<p>This PLA is limited to covering all on-site construction work on MWD Covered Projects within the scope of each Covered Contract.</p>		
<b>Shared Services Agreements and Regional Partnerships</b>						

<b>Prince George's County Department of Environment</b>	Corvias	Clean Water Partnership (CWP)	Prince George's County, MD	To meet EPA Clean Water regulatory requirements, Prince George's County must treat 15,000 acres of polluted runoff by 2025. The CWP has been tasked with treating up to 2,000 acres of these impervious surfaces. The magnitude and compressed time-frame to complete the requirements called for a more efficient project delivery system. The County, therefore, determined it needed a new business model to accelerate implementation, increase affordability, improve program administration, and better address long-term operation and maintenance requirements, as well as promote social and economic development. The CWP agreement provides design and build stormwater infrastructure with 30 years of maintenance. The long-term success of Prince George County's CBP3 comes down to its clarity and sense of purpose in prioritizing community outcomes (that were co-defined with community stakeholders) alongside stormwater outcomes.		
<b>Montgomery County's Department of Environmental Protection</b>	Contractors	Stormwater Facility Management Program	Montgomery County, MD	Once a publicly-owned green infrastructure facility (or asset) is past its original construction warranty period, it is transferred to the County's asset management system and maintained by DEP. DEP has engaged three private contractors to manage facilities. Currently there are three separate contracts covering: (1) green roofs maintenance, (2) pervious pavement maintenance, and (3) above-ground GI maintenance, respectively. (Underground/structural maintenance is handled by in-house DEP engineers.		
<b>Lake &amp; Cook Counties</b>	30+ Municipalities	Municipal Partnering Initiative (MPI)	Lake and Cook Counties	The Municipal Partnering Initiative, started in 2010, has leveraged geographic proximity and economies of scale to lower costs for municipalities purchasing services and commodities. Commonly outsourced municipal services, including sewer lining, crack sealing, tree maintenance, street sweeping, and catch basin cleaning are selected and standardized for bid specification and committees of shared staff are formed to oversee responsibilities in specific areas. For example, the Public Works Committee, consisting of a joint municipal public works staff, coordinates project bids specific to public works. Similarly, a Construction Committee shares expertise and oversees project bids specific to construction. Having one standardized bid document is what makes this process work effectively. Template RFPs and partnership agreements are available.		

<b>Great Lakes One Water Partnership</b>	28 Community Foundations	Great Lakes One Water Partnership	Great Lakes States	The Great Lakes One Water Partnership consists of 28 Community Foundations and 7 Regional Leadership Teams. These groups span U.S. and Canadian borders with one unifying focus: to develop regional solutions to their most pressing water challenges. The Lower Lake Michigan team plans to create and sustain a green infrastructure maintenance model that prioritizes low- to moderate income communities who struggle with consistent maintenance while helping to connect job seekers with employers, specifically focusing on low-income-area residents. Municipalities can experience cost-savings through shared service agreements; geographic proximity; and high-quality, consistent maintenance. They have also trained 13 workers seeking additional knowledge in caring for GI. Ongoing maintenance seems to be a focus of this sub-group.		
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## Appendix B: Case Studies

List of case studies included in Appendix B.

1. Countywide Youth Bridges Program and Youth @Work
2. Los Angeles Regional Initiative for Social Enterprise (LA:RISE)
3. Los Angeles Conservation Corps (LACC)
4. LA Department of Economic Opportunity: APEX Accelerators and Build Back Better
5. LA Department of Economic Opportunity: Preparing Los Angeles for County Employment (PLACE)
6. Council for Watershed Health
7. Laborer's International Union of North America, Locals 300 and 1309
8. Theodore Payne Foundation: California Native Landscaper Certificate Program
9. GreenCorps Chicago
10. Kansas City Bridging the Gap and Green Stewards
11. Groundwork Rhode Island
12. National Congress of American Indians: Workforce Development Toolkit
13. EnviroCert International: National Green Infrastructure Certification Program



## Countywide Youth Bridges Program & Youth@Work

Entity Type	Public Agency
Website	<a href="https://hr.lacounty.gov/countywideyouthbridgesprogram/">https://hr.lacounty.gov/countywideyouthbridgesprogram/</a>
Primary Location	Countywide
Contact	213-738-2084
Annual Revenue or Operating budget (2022)	Youth Bridges – no data found Youth@Work – no data found
Annual Participation/ Trainees	Countywide Youth Bridges – 624 youth in 2022-2023 Youth@Work - Up to 10,000 youth annually across three DEO youth programs

### General Information

On June 13, 2017, the Board adopted a motion introduced by Supervisor Hilda Solis and Janice Hahn directing the Director of Personnel, in collaboration with the Chief Executive Office (CEO) and Workforce Development Aging and Community Services (WDACS/Department Economic Opportunity (DEO) to establish the Countywide Youth Bridges Program (CYBP) to service the County’s Central resources across all County Departments.

CYBP presents an opportunity to support effective career pathways for youths facing barriers to employment before they become disconnected from the workforce, education, housing, and social networks with career exposure opportunities within the County of Los Angeles. CYPB prepares its young participants for success through mentorship, personal enrichment training, and wrap-around supportive services.

The Youth@Work program, which is administered by the Department of Economic Opportunity through its network of America’s Job Centers of California (AJCC) is the first step involved in the CYBP and administers the internship portion of the program. The goal of the program is to expose and prepare youth for career opportunities and assist them in gaining the skills and knowledge necessary to compete for entry-level jobs in the County of Los Angeles or employment with the private sector, to enroll in college or vocational school, or enlist in the military.

### Workforce Development and Training Programs

CYBP consists of a three-step program designed to progress participants from the initial job discovery and internship stage through to placement into permanent employment.

**Step 1. CYBP :** To initiate their engagement, participants must enroll in Youth@Work with an AJCC to begin the first step of CYBP . During this first step, participants engage in up to 160-

hours of paid **work experience** and **personal enrichment** training. The Youth@Work program funds the participation, which pays the current minimum wage of \$16.90 per hour in PY23-24. Internships are within diverse County departments.

Aside from working directly with CYBP, Youth@Work also places participants into a more expansive range of high-growth, in-demand industries in the public, private and non-profit sectors. Youth@Work helps participants to discover and select different employment options before proceeding with the internships and ultimately on to Step 2.

Employers, or “youth worksites”, participating in Youth@Work are essential partners in the entire process. By participating, youth worksites receive up to 160-hours of subsidized wages from a youth worker, increasing their workforce capacity while also helping to jumpstart a young career and shape the future workforce. Becoming a youth worksite also bears significant responsibility as hosting an intern involves a willingness to spend time training and mentoring uninitiated workers. Youth worksites often, though not always, become full-time employers to the youth interns they host.

While participants are working through their internships, Youth@Work pairs this experience with soft skills training and support services that are provided directly through the AJCC and are supported and guided by the county’s Department of Economic Opportunity (DEO). This training includes exposure to very early-stage career building skills like resume development, interview preparation, interpersonal interactions, and financial literacy.

**Step 2. Youth Worker Training Program:** After completing a minimum of 120 hours of internship in a County department, CYBP participants are encouraged to apply to Step 2, the Youth Worker Training Program. Here, they enter full-time employment for a 12-month period, where they receive a competitive monthly salary as well as medical and dental benefits. Other Youth Worker benefits include, but are not limited to, paid vacation, paid holidays, and sick leave. Youth are placed in one of three Youth Worker specialty areas:

1. Clerical/Information Technology Support: Performs clerical assignments, functions as a receptionist in a variety of settings. Assists in performing simple routine IT duties, under direct supervision.
2. Facilities Support: Performs general maintenance, institutional support, and food service.
3. General Labor: Assists crew leaders in a variety of tasks, manual work in construction, repair, and maintenance of streets, curbs, drains, or gutters.

**Step 3. Permanent Employment:** Departments and DHR work to ensure that youth qualify and are encouraged to apply for County permanent positions in areas such as Clerical, Engineering, Finance, Health, Human Resources, Public Safety, Science, Information Technology, and General Labor.

There are many options for participants who complete Step 2. For some, reaching this milestone is enough to motivate them to continue their education through college or vocational schools and pursue new career ideas or passions. Within the CYBP, which is specific to County departments,

step 3 involves applying to entry level permanent positions with the County, taking a civil service examination, and attending interviews. Once positions are accepted, participants in the Youth Worker Training Program are considered fully fledged members of the competitive workforce. The LA County Department of Human Resources (DHR) website provides Job Search Tools and helps Stage 2 Youth Workers prepare resumes, provide hands-on job training, and practice interview skills. As graduates of the program enter the workforce, the DHR continues to offer other resources such as leadership development training, guidance counseling and other follow-up and support services.

### Recruitment

The CYBP program targets at-risk youth between the ages of 14 and 24 who are L.A. County residents. The initiative targets populations with the highest need and who are Foster, justice-involved, school dropouts, experiencing homelessness, transition-aged youth (TAY), in low-income households, LGBTQ, pregnant or parenting, disabled, and children of CalWORKS households. Referrals reach CYBP and Youth@Work in many ways and both programs have significant visibility across the County and municipal workforce development networks as well as with community-based organizations and other non-profits. Both programs also use other common recruitment venues and approaches including, among others, Facebook, Instagram, LinkedIn, ZipRecruiter, radio advertising, and informational pieces in online and print newspapers and magazines. CYBP is currently placing Youth Worker advertisements on Retirementjobs.com among other online platforms.

The success of these recruitment efforts is evidenced by the success of the programs. In the program year 2022-2023, Youth@Work placed over 6,000 youth from across the county into their first work experience, 624 of which were placed in County worksites.

Aside from recruiting youth participants, Youth@Work actively recruits, through an online application process, potential youth worksite hosts and long-term employers.

### Job Creation

Both CYBP and Youth@Work have led to employment in county departments and other industries such as health care, recreation, and social services.

### Partnerships

CYBP and Youth@Work cannot be effective without the partnerships between the programs themselves, the variety of organizations and individuals that direct youth to enter the programs, the youth worksite host organizations (including the County departments and other public, private, and non-profit organizations and business), as well as the supportive services that are provided by the AJCC. This system of organizations ultimately translates to the success of the program, evidenced by the many youths who have completed and gone on to steady employment in the competitive workforce.

### Activity Highlight

Maya Hill was a CYBP participant in program participant who completed the program in 2020. Before joining Maya was in a difficult position without any notion of how or what to pursue

from a career perspective. Her father introduced her to CYBP and encouraged Maya to participate. Mayas group consisted of about 35 students with a common mentor, learning skills about resume development, writing cover letters, interview skills and personal presentation in a workforce situation. Through CYBP, she completed the Youth Worker program, a twelve-month paid internship with the Los Angeles County Treasurer and Tax Collector as a Tax Services Clerk I. After two years, she was promoted to Tax Services Clerk II. She moved on to study computer science in college with an ambition to pursue a career in information technology with the County.

### Findings and Relevance to SCW Program Workforce Development

Both CYBP and Youth@Work are expansive and well-funded programs that target level young workers who are just starting their careers. These programs are relevant to the SCW Program in several ways including:

- The SCW Program, being within a County department, the Flood Control District (the District), could function as a youth worksite to host interns in the Step 1 (Youth@Work) stage of the CYBP.
- The SCW Program may also create and fund new full-time positions that are direct hires by a County department. Whether these are maintenance positions for SCW Funded projects (through Parks and Rec or the District), or clerical positions to support SCW Program administration within the District, some of these positions could potentially be sourced through the CYBP Step 2, Youth Worker program. This strategy would take full advantage of existing recruitment capacity at the County.
- The SCW Program could point companies working in the stormwater industry towards the CYBP and Youth@Work programs to take advantage of some of the financial and hiring benefits provided.
- Following Youth@Work's funding structure, the SCWP could also directly help local companies hiring for SCW Program projects by providing funding assistance for some initial period of an internship or entry-level position, thereby reducing the risk to hire new junior candidates. For instance, a landscaping contractor providing maintenance support on SCW Program projects could potentially apply to the SCW Program for support to fund some initial period for a new hire.
- While the CYBP program does not focus in any specific way on stormwater infrastructure or related fields, participants in Steps 1 and 2 could potentially receive supplemental stormwater industry related training (e.g. NGICP or CWC training) if they are placed in a SCW Program related position. This would better prepare them for future full-time work (Step 3) with the SCW Program.
- The focus of CYBP and Youth@Work on very entry level positions may only be suitable for a portion of SCW Program workforce needs. Other programs would likely be needed in conjunction to fill higher skilled needs such as maintenance crew leaders, native plant specialists, environmental and policy planners.
- Having a SCW internship or Youth Worker experience on an individual's resume is a valuable qualification that could open many doors to a career in the stormwater, water

management or social services sectors. By assisting young workers with first job positions, the SCW Program would be creating positive social change in these sectors.

- Providing case management and wrap around services and training such as guidance counseling, resume preparation, interview training, interpersonal interaction training, financial literacy and other services is a proven and essential element of workforce development programs that are specifically targeting at-risk individuals (in-this case youth) or individuals with barriers to employment.

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## LA:RISE

Entity Type	Public Agency Partnership/Initiative
Website(s)	<a href="https://ewddlacity.com/index.php/employment-services/larise">https://ewddlacity.com/index.php/employment-services/larise</a> <a href="https://redfworkshop.org/socal/larise/">https://redfworkshop.org/socal/larise/</a>
Primary Location	1200 W 7 <sup>th</sup> St. Los Angeles CA, 90017
Contact	213-744-7300
Annual Revenue or Operating budget (2022)	L.A. City Programs: \$6,666,000 L.A. County Grants (Measure H): \$3,000,000
Annual Participation/ Trainees	7,500+ transitional employees

### General Information

Los Angeles Regional Initiative for Social Enterprise (LA:RISE) is a collaborative effort aimed at helping individuals with barriers to employment find sustainable job opportunities by uniting LA County’s workforce development system, with social enterprises, supportive services and employers<sup>2</sup>. LA:RISE places prospective workers into transitional employment positions with social enterprises in their communities and helps to find these individuals permanent work over the longer term. The program was created in 2014 by the City of Los Angeles Economic Workforce & Development Department (EWDD) in collaboration with the Roberts Enterprise Development Fund (REDF). Since its founding the organization has provided transitional employment to over 7,500 Angelinos. The Los Angeles County Department of Economic Opportunity (DEO) is working with REDF to expand the LA:RISE model into their workforce development services.

### Workforce Development Model

The LA:RISE workforce development model provides a full spectrum of services that cover the entire trajectory for participants from intake to long term employment. The approach involves several key components:

1. **Transitional Employment:** One of the unique aspects of LA:RISE is its emphasis on quickly getting participants into transitional employment positions with one of the program’s partner social enterprises. Participants gain real-world work experience,

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<sup>2</sup> Social enterprises are tax-paying businesses that prioritize both financial success and specific positive social and environmental impacts. While many social enterprises are financially self-sustaining, they can also be given funds, in the form of grants. Social enterprises tend to support specific environmental, or sustainability outcomes while employing people who are often marginalized from the workforce, such as minorities, the homeless, previously incarcerated, economically disadvantaged, women, or other individuals with barriers to employment.

- build their skills and confidence while earning a paycheck and contributing to positive social and environmental outcomes.
2. **Supportive Services:** While participants are working in transitional employment, LA:RISE provides important supportive services that address the underlying challenges participants may be facing. These services can include help with childcare, access to housing, transportation, financial literacy, and counseling for substance abuse and mental health. The combination of a paying job and these support services can often make the difference when it comes to program completion.
  3. **Job Readiness:** LA:RISE assesses each participants job-readiness and provides customized support to provide the basic skillsets and knowledge that prepare them for entering the workforce. Job readiness assistance includes interview preparation, job searches, resume building, computer proficiency, and strengthening communication skills. Case managers or employment specialists work closely with participants to identify suitable job opportunities and provide guidance throughout the job search process. LA:RISE also connects individuals with specific industry or sector training opportunities provided by other workforce programs in Los Angeles County based on individual participant preferences.
  4. **Competitive Employment:** Participants transition from the LA:RISE program into unsubsidized competitive employment with one of LA:RISE full time employment partners.
  5. **Retention:** To bolster long-term success, case management services continue after a participant is placed into competitive employment.

### Recruitment and Onboarding

To be eligible to participate in LA:RISE, individuals must be:

- 18 years of age,
- unemployed or underemployed (20-hours a week),
- a City or County of LA resident, and
- homeless, at-risk of homelessness (unstable housing) or have a history of homelessness.

Note that vulnerable populations previously targeted by LA:RISE such as disconnected youth, formerly incarcerated, gang involved, and long-term unemployed must meet the criteria above.

To reach this somewhat narrow target demographic, the recruitment process for LA:RISE involves several steps:

1. **Outreach:** LA:RISE partners with various community organizations, government agencies, and social service providers to identify individuals who could benefit from their services. They also conduct direct outreach in areas with high rates of unemployment, homelessness, or individuals facing other employment barriers.
2. **Referrals:** Referrals come from various sources, including social service agencies, shelters, rehabilitation centers, and other community organizations.
3. **Screening and Eligibility:** Once identified, potential participants are screened for eligibility to the program.
4. **Orientation and Assessment:** Individuals who meet the eligibility criteria are invited to attend an orientation session where they learn about the program's offerings, goals, and requirements. Each participant is also offered individualized consultation to determine their specific needs and goals.

## Job Creation

The ultimate goal of LA:RISE is to help participants secure sustainable employment. This involves job placement services, referrals to job openings, and support throughout the job search process.

After working in a transitional job at a social enterprise and leveraging training and services from the WorkSource Center (or AJCC for the County program), LA:RISE participants are placed in permanent jobs in the private or public sector. Upon placement, they work with a **personal support provider (PSP)** for up to one year to improve retention. The PSP acts as a safety net against potential barriers that can emerge on their path to self-sufficiency.

LA:RISE provides each referred candidate with a **job readiness assessment**, a standard tool implemented across all social enterprise sites to ensure that all referred candidates are job ready. The use of this assessment tool creates consistency and provides assurance to employers that no matter which social enterprise they source from, they will receive a quality referral from the LA:RISE program.

## CalJOBS<sup>SM</sup>

Job search platforms that host data tracking systems allowing all LA:RISE partners to communicate efficiently with each other. By integrating social enterprises and personal support providers, these portals have significantly improved communication and case management across multiple sites.

## Beyond Co-Location

For the LA City program, WorkSource Center partners are physically co-located with LA:RISE staff working with social enterprises. As such they are integrated into the program and organizations and individuals from both of these agencies are considered one seamless team. This allows LA:RISE to providing customer-centric case management to all participants.

## Partnership

LA:RISE is a nothing without its partnerships between government agencies (e.g. EWDD, DEO), social enterprises, job placement partners, personal support providers and longer term employers, who all working together to support each individual within the program. Since 2014, LA:RISE's partner network has expanded to 38 partners across LA County. Some examples of partners involved with LA:RISE include:

- **Social enterprise / transitional employment partners:** Anti-Recidivism Coalition (ARC), Center for Living and Learning, Chrysalis, Downtown Women's Center, Homeboy Industries, LA Conservation Corps, GRID Alternatives and others.
- **Job placement partners:** WorkSource (El Proyecto Del Barrio, Coalition for Responsible Community Development, Goodwill, and MCS) and AJCC.
- **Specialized training provider:** Friends Outside in LA County (FOLA)

LA:RISE provides extensive partner training materials to assist new partners onboard into the program.

### Activity Highlight

LA:RISE has helped many individuals realize better outcomes in their lives, and each person helped brings their own personal story. In one example, Daniel was at risk of experiencing homelessness and struggling to pay his bills when he learned about LA:RISE. Through participation in the program, Daniel began working with the LA Conservation Corps where he demonstrated professionalism and dependability and began earning certifications through on-the-job training. His consistent work ethic led to promotions within the Corps to Corpsmember driver and he continues to gain leadership skills. Daniel is motivated to move into Americorps and gain a scholarship that will help him return to school while he pursues his career goal of becoming a firefighter and park ranger. According to Daniel, “You just have to do the work, because hard work pays off”.

### Findings and Relevance to SCW Program Workforce Development

The LA:RISE model that ushers participants along a path from being jobless and homeless, or at risk of homeless to having functional full-time employment with a livable salary and benefits demonstrates a best practice in workforce development. Some of the important findings of this case study and their relevance to the SCW Program include:

1. The overall structure of LA:RISE is fairly complex and its success depends upon the intensive collaboration between numerous partners. Replicating such a structure may be impractical for the SCW Program. However, the SCW Program may best benefit by “plugging-in” to developing countywide LA:RISE Program.
2. The SCW Program and the municipalities it funds could play a number of roles within the context of the LA:RISE program (or otherwise similar centralized workforce development program). They could work with social enterprises that are providing the transitional jobs (e.g. LA Conservation Corps) by providing point of service projects and funding. They could also potentially provide the permanent employment positions that are needed at the end of the LA:RISE program. In this later role, LA:RISE would act as a potential recruitment source into SCW Program supported positions.
3. Some of the social venture partners working with LA:RISE may be well suited to delivering both classroom and on-the-job training related to construction and maintenance of stormwater improvements. If SCW Program were able to work with these entities to ensure relevant curriculums were delivered, the existing LA:RISE infrastructure could potentially handle the needs for recruitment and more general job skills.
4. LA:RISE’s targeted demographic is overly specific when compared to the broader goals of the SCW Program. Nevertheless, LA:RISE could serve as one source of employable individuals, and/or be adapted through the LA:RISE countywide program to include a broader group of individuals with barriers to employment.
5. LA:RISE’s ability to provide “wrap around” support services to employment candidates and assign each candidate with a Personal Support Provider (PSP) is critical to their success and helps to remove barriers to employment that may exist outside of the direct relationship between employer and employee.

6. Use of standard “job readiness assessment” for all candidates provides employers with some basic assurance that a new hire is prepared to enter the workforce.

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## LA CONSERVATION CORPS

### Los Angeles Conservation Corps

Entity Type	Non-profit organization
Website	<a href="https://www.lacorps.org/">https://www.lacorps.org/</a>
Primary Location	1400 N. Spring Street, Los Angeles, 90012
Contact	Administrative Headquarters: 213.362.9000 Estolano interviewees: Bo Savage and Alex Lopez
Annual Revenue or Operating budget	\$25,000,000
Annual Participation/ Trainees	About 400 Corpsmembers

The Los Angeles Conservation Corps (LACC) is a non-profit organization founded in 1985, aimed at providing at-risk school-aged youth and young adults with education, job skills, and work experience in environmental conservation and service projects that benefit the community. They are reviewed and certified by the state authority of the California Conservation Corps per the California Public Resource Code. LACC runs their programs through eight offices in the Greater Los Angeles area.

Since their start, LACC has helped over 30,000 underprepared young adults (Corpsmembers) from historically marginalized communities to prepare for and engage in the job market, complete their high school education, and begin adulthood with new skills that will serve them for their entire lives. LACC is committed to diversity, equity and inclusion, an ethos that is fundamental to and grounds their operations.

According to their annual report, LACC receives about 80% of its approximate \$25M annual revenue from government grants, about 10% from other contributions, gifts, or non-government grants, about 7% from conservation contracts and the remainder from other minor sources such as fundraising events, non-cash contributions.

#### Workforce Development and Training Programs

LACC operates four main programs designed to equip participants with job skills and knowledge in environmental conservation, green infrastructure, and community development. LACC's four main programs include:

The **Young Adult Corps** is the primary program around which the LACC is organized. It provides paid work experience for job skills training for young adults beyond school age. According to their annual "Gratitude Report", LACC served 399 young adult Corpsmembers in FY 2021-22. Projects include building parks and community gardens, urban forestry, native plant restoration, refurbishing hiking trails, removing graffiti, and cleaning alleyways among

others. Participants participate in a 4-week orientation course to learn basic skills related to safety, tools and teamwork before being placed in field crews.

**Clean and Green** is a partnership with the City of Los Angeles city agencies, including LA Sanitation, to provide community beautification services across the City. The program provides a first job experience to school aged children between the ages of 14 and 17.

LACC's **After School Program** partners with 21 LAUSD elementary and middle schools to provide a wide range of academic and enrichment activities geared towards building self-esteem, social skills and experienced-based knowledge.

The **Corpsmember Development** program is a support service that focuses on case management for individual Corpsmembers. Corpsmember Development works to remove barriers to participation and keep participants focused on work and schooling while providing life skills programming including financial literacy, workplace skills and health and hygiene as well as assistance with job placement.

In addition to the above programs, LACC operates a **Charter School**, in partnership with LA Education Corps (LAEC), with three campuses at South LA/Saito High School, Pico Union/Saito High School and Long Beach. These schools are accredited by the Western Association of Schools and Colleges (WASC). The main purpose of these schools is to provide Corpsmembers between the ages of 17 and 24 with the opportunity to earn a high school degree. The schools also offer wrap-around services including counseling, case management, and paid job training in conservation. Apart from LACC, LAEC also operates the YouthBuild Training Center where students can earn certifications while taking 166 hours of general construction courses including the National Center for Construction Education and Research (NCCER), Cal OSHA 10/30, and CPR and first aid courses.

During their engagement, Corpsmembers are encouraged to find a specialization within internal teams which can come with certification. For example, the technical construction teams include specializations and certification for operation of power tools and heavy machinery, truck drivers, back-hoe and other equipment operators among others. Leadership skills are also developed amongst Corpsmembers. As their level of experience progresses, Corpsmembers often take on leadership roles on work crews or by representing their local Corps within the LACC, at the National Level or with external partners.

## Recruitment

LACC currently serves young adults of the Black and Latine communities that have previously been and are currently overlooked for improvements in both green space and community beautification. LACC recruits individuals generally between the ages of 18 and 24, with a focus on engaging those who have dropped out of high school, have criminal records, or are experiencing homelessness. The organization has one full time recruiter but attracts most participants by word of mouth.

Recruitment efforts include outreach to schools, community centers, and social service agencies. LACC provides a supportive and inclusive environment to help participants overcome challenges and build a better future.

## Job Creation

LACC creates job opportunities for its participants by partnering with government agencies, non-profit organizations, and private companies. These partnerships allow LACC to secure contracts for various projects. Through their contracts, LACC employs its participants, providing them with valuable work experience and a source of income. Potential employers can reach out directly to LACC to hire a crew for shovel ready or maintenance projects.

Corpsmembers move on to diverse futures. LACC partners with LA's Preparing LA for County Employment (PLACE) to help Corpsmembers pursue County employment. Corpsmembers also often enter various local unions and have had success with placement into the HVAC sector. Many Corpsmembers choose to continue their education in College and University.

## Project Highlight

LACC has and continues to undertake a wide variety of projects, many of which have been recognized nationally by their partners and parent organization. Project types and experience most relevant to the SCW Program and listed on the LACC website include median construction and landscaping, concrete cutting, community gardens, flood control management, park maintenance, tree planting and maintenance, habitat restoration, smart irrigation and hillside stabilization, among others.

The **Compton Creek Natural Park** project at George Washington Elementary in Compton is an exemplary project in Los Angeles County which was funded by the Mountains Recreation and Conservation Authority and constructed with the assistance of Corpsmembers. LACC is responsible for maintaining the park which also houses an LACC operations building and recruitment station. In addition to native habitat features, shade trees and recreational areas, the park notably features stormwater management infrastructure including bioswales and retention basins and a 127,000-gallon underground cistern for direct local use of captured rainwater.

LACC has partnered with City Plants, and LA City Parks to create and operate the 11-acre **Commonwealth Nursery** at Griffith Park. The nursery is more than just a place to propagate trees and other plants needed on their projects. LACC is also building a multi-disciplinary Green Workforce Development program to train Corpsmembers in urban forestry, green infrastructure installation, maintenance and monitoring and nursery and arboriculture best management practices.

## Partnership

The numerous partnerships described earlier in this case study are only a small fraction of the diverse and rich assemblage of activities undertaken by LACC in collaboration with community organizations, companies, NGOs, and government agencies throughout Los Angeles County. These partnerships range from funding relationships to intensive co-creation of projects and programs that achieve outcomes while building relationships and creating transformative experiences and career pathways for Corpsmembers. Some of the LACC's partnership highlights are summarized below.

- Partnered with at least 9 Cities that currently receive SCW Program funding.

- Engaged with local workforce development organizations such as Los Angeles County Workforce Development, Aging and Community Services (WDACS).
- Integrated Corpsmember training for or within other organizational training frameworks including Careers for a Cause, Hire LAX, Targeted Local Hire (LA), Worker Education and Resource Center among others.
- Collaborated with numerous worker unions including Cement Masons Local Union 600, Laborers Local 300, Local 18 LADWP, and Local 11 electrical among others.

### Findings and Relevance to SCW Program Workforce Development

LACC is a robust organization with a very specific mission which aligns in several ways with the goals and needs of the SCW Program Workforce Development Goals. Findings based on this case study are summarized below.

1. Corpsmembers receive education and experiences that are highly relevant to the installation, and operation and maintenance of SCW Program stormwater project, particularly nature-based solutions. While some small adjustments may be needed to insert training and curriculum related to stormwater management, overall, the program appears to be very well suited to early career stage workforce development for the SCW Program needs. The Young Adult Corps program may be suitable, as is, to serve SCW Program projects operation and maintenance needs.
2. Hiring Corpsmembers for construction and operation and maintenance jobs may be immediately feasible for the SCW Program and project proponents through new direct contracts with LACC. Presumably, if significant multi-year and/or multi-project contracts were negotiated between the SCW Program or its participants and LACC, these could help the organization to grow by funding wages for new Corpsmembers.
3. The Charter Schools Program, in collaboration with LAEC, that focuses on education while simultaneously providing conservation work and on-the-job training, is a potential venue to incorporate SCW Program related training materials. The counterpart LAEC YouthBuild program is particularly relevant in offering broad education in construction industry fundamentals.
4. LACC are very well connected in LA County. Their proven track record working in partnership with other organizations, from schools to public agencies, unions and other workforce development and training organizations makes them a likely candidate for collaboration with the SCW Program.
5. The specific focus of the Commonwealth Nursery program on training Corps members in green infrastructure construction and maintenance aligns very well with the workforce development needs of the SCW Program and could also be a venue from which to source plant material for projects.
6. While LACC's focus on recruitment of young Black and Latine adults is understandable within the context of their mission, it also leaves out other demographic constituents in the much broader category of individuals with barriers-to-employ that the SCW Program may aspire to including.

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## DEO: APEX & Build Back Better

Entity Type	Public Agency: Small Business Development Assistance Programs
Website	<a href="https://opportunity.lacounty.gov/">https://opportunity.lacounty.gov/</a>
Primary Location	<a href="#">510 S. Vermont Avenue</a> <a href="#">Los Angeles, CA 90020</a>
Contact	844-777-2059 <a href="mailto:deo@opportunity.lacounty.gov">deo@opportunity.lacounty.gov</a> Estolano Interviewee: Caroline Torosis (DEO formerly WDACS)
Operating Budget	APEX: unknown Build Back Better: \$156 million (American Rescue Plan Act funding)
Participants	No data

### General Information

The Department of Economic Opportunity (DEO) is the Los Angeles County’s workforce development hub which helps LA County residents to start and grow their careers, build and expand their businesses, and access American Rescue Plan Act Covid19 pandemic relief. These three core functions, while having some cross-over utility, are managed through distinct programs, often in partnership with external organizations.

- Job seekers can find a large diversity of training counseling, paid work and access a variety of other employment services and training through DEO’s partnerships with the **America’s Job Center of California (AJCC)**. Several of the programs that are overseen by AJCC are the subject of other case studies.
- Aspiring or existing small business owners can seek personalized counseling and training to help them launch and grow their small businesses through the **LA County APEX Accelerator (APEX)** program. Note that APEX Accelerators were formerly called **Procurement Technical Assistance Centers (PTAC)**.
- Individuals and businesses who have suffered through and are hoping to recover more fully from the recent pandemic can look to the **Build Back Better** program, which hosts several sub-programs geared towards small and micro businesses as well as jobseekers.

The latter two programs, APEX and Build Back Better, are correlated in their specific attention to services that support L.A. County businesses. These aspects of the programs are the focus of this case study.

### APEX

**APEX** is a partnership between DEO and the Defense Logistics Agency (DLA) through the DLA’s APEX Accelerators program. While the DLA’s APEX Accelerators program has a clear

mission to “serve as the axis for existing and new businesses to strengthen the defense industrial base...”, DEO’s program description and related materials provides no indication that APEX is solely intended to support this mission. Rather, the program appears to be available to any businesses hoping to provide services to public agencies.

Many small businesses struggle to find the resources and practical knowledge needed to grow their client base and work within the public sector, which can be a daunting and often extremely bureaucratic process. APEX provides access to free, individualized business counseling, workshops, referrals for legal assistance, and grant opportunities for those looking to grow a business. The **APEX** programs one-on-one technical assistance helps LA County’s small businesses (APEX’s clients) connect to and compete more effectively on federal, state, and local government contracts. To do this, the APEX program trains new clients to:

- understand their target market,
- obtain business IDs,
- find, register for, and understand government contracting portals,
- get certified as, for example, a social enterprise, woman or minority owned business, or local small business enterprise.
- market their services to government agencies, and
- find and target the most relevant opportunities.

### Build Back Better

The **Build Back Better** program targets businesses and individuals affected by the economic downturn of COVID-19, helping them to recover. Build Back Better is distributing \$156 million+ in American Rescue Plan Act funds for economic and workforce development programming by providing grants to small business and providing a range of other services from assisting with grant opportunities, talent pipelines, and legal issues. The program is committing \$99 million towards these business focused initiatives. The remaining \$57 million is committed to help job seekers with an array of workforce development and supportive services including hands-on training, transitional opportunities, job placement in various public and private sectors, work readiness training, and internships. The business focused aspect of Build Back Better includes several sub-programs including:

- The **Economic Opportunity Grant Program** began in January 2023 and offers grant awards from between \$2,500 and \$25,000 as well as technical assistance and other County services to eligible small and micro businesses and non-profits. Grant amounts are dependent on the revenue of the applying businesses.
- The **Pandemic Rapid Relief Reemployment (PRRR)** program assists business with new talent acquisition by covering 100% of wages for new employees. This program encourages businesses in the Construction sector, among others, to apply.
- The **Legal Aid for Small Businesses program** is a partnership between DEO and Bet Tzedek Legal Services and Public Counsel whereby legal assistance and rent relief is provided to small businesses affected by COVID-19. Services cover legal issues include drafting and reviewing contracts, entity formation, employee safety and paid leave.

- The **Elevate** Program helps businesses hire a marginalized youth intern by covering 100% of the internship costs for up to 400 hours. Elevate is a new tier of the Youth@Work program.

In addition to these programs, DEO has launched a **Shop Local LA County** campaign to encourage all County residents and businesses to spend where they live, thereby boosting local businesses and community resilience.

### Recruitment

DEO's mission is to advance equity and economic growth across a variety of programs and services and its programs are geared towards recruiting marginalized individuals and communities and small and micro businesses in LA County. DEOs services are undertaken through a Fair Chance<sup>3</sup> lens and they encourage the businesses they work with to adopt similar policies. DEO has launched a **Fair Chance Hiring** campaign, including incentives and technical assistance, to encourage businesses to hire justice-involved individuals.

Businesses of all sorts that are interested in the APEX program services can sign up, without cost, using the New Client Signup form available on the DEO website.

Build Back Better Programs specifically seek to assist those with barriers to employment including those affected by the recent pandemic.

### Job Creation

APEX and Build Back Better are helping with job creation in many ways. By connecting businesses to new contracting opportunities, APEX helps to ensure that funds from federal, state, and local sources is reaching LA County businesses who can then hire new employees to deliver their services and goods. The \$99 million dedicated to business creation and growth through Build Back Better programs is helping many businesses to retain and hire new employees by providing direct funding in the form of grants, covering the costs of interns and new employees, and ensuring that legal issues, when they arise, do not become an insurmountable hurdle.

### Findings and Relevance to SCW Program Workforce Development

DEO's APEX and Build Back Better programs are valuable Countywide resources which can help businesses to succeed and grow within any sector. Some of the relevant aspects of these programs to the SCW Program include:

- Encouraging new businesses to evolve towards the needs of the SCW Program, and perhaps specifically to its long-term operations, maintenance, and monitoring needs, is in the Program's best interest. As the SCW Program is wholly administered by a public Agency, any existing or aspiring small business owner hoping to work with the District or municipalities on aspects of the SCW Program should be eligible and encouraged by the SCW Program to become a client of the APEX program business assistance services.

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<sup>3</sup> Fair Chance hiring assumes that everyone, regardless of background, has the right to be fairly assessed for a role they are qualified for. First chance hiring practices create more diverse and inclusive workforces, helps organizations to gain a competitive edge, and get better returns on the investments made on employees.

- Corollary to the APEX program, the SCW Program could provide training sessions or workshops, tailored to the small business community, that are designed to inform businesses such as construction and landscaping firms of the unique new contracting opportunities that are emerging through the SCW Program. Such training/workshops could focus on real new opportunities for contracting with recipients of SCW Program funds as well as the skills needed, contract requirements and hiring policies.
- As the stormwater sector in LA County grows, bolstered in no small part by the SCW Program, businesses will need to adapt and grow in turn. The Build Back Better programs offer several potential resources for this to happen through direct grants and hiring support. The SCW Program should take active measures to encourage businesses that are servicing Program funded projects to utilize these County resources.
- As another corollary, the SCW Program could potentially stand-up its own grant and apprenticeship programs, providing these incentives specifically to small and micro-businesses that are or could support, and provide technical services or labor to SCW Program funded projects or the Program itself.
- The concept behind the Shop Local campaign provides a reminder not just to residents but also to agencies, including those involved with the SCW Program, to engage with local businesses as a priority. This approach to prioritizing local, could potentially be integrated into hiring and contracting policies associated with the SCW Program.
- Fair Chance hiring policies are an effective way to ensure that all community members, and especially justice involved individuals, are considered for SCW Program jobs. The SCW Program should consider engaging with DEO on ways to incorporate a Fair Chance framework into their hiring and contracting policies.

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## DEO, Preparing Los Angeles for County Employment (PLACE)

Entity Type	Public Agency and Job Placement Program
Website	<a href="https://opportunity.lacounty.gov/">https://opportunity.lacounty.gov/</a>
Primary Location	1545 Wilshire Blvd, 5th Floor Los Angeles, CA 90010
Contact	213-639-2220
Annual Revenue or Operating budget	\$750,000
Annual Participants	100-200 placed full-time employment

### General Information

Preparing Los Angeles for County Employment (PLACE) was created in 2018 through a partnership between the Los Angeles County CEO and the Worker Education and Resource Center (WERC) in response to two Los Angeles County Board of Supervisors (Board) adopted two motions to create pathways to permanent County employment for targeted populations with high barriers to employment. In the intervening years, WERC merged into the Department of Economic Opportunity (DEO), where the PLACE program now resides.

The PLACE Program prepares individuals with high barriers to employment for employment in good, entry-level jobs within the County of Los Angeles. The program focuses on solutions that address hiring challenges, pathways to the middle class and career advancement, all of which were priorities identified by the Board and County departments. Since its creation, as of June 2022, PLACE had trained and placed 140 participants into full-time positions with County Departments including Health Services, Public Works, Beaches and Harbors, Parks and Recreation, Public Defender and Child Support Services.

### Workforce Development and Training Programs

Customized job training is developed in partnership with the Department of Economic Opportunity and the Americas Job Center of California (AJCC) and lasts 6-8 weeks. Training prepares participants for the job and County civil service hiring process including job specific skills training, preparation for the civil service examination, resume, and interview preparation as well as whole person support services. Participants receive a monetary stipend during their training period. Examples of entry level job classifications that PLACE participants are hired into include:

- Grounds Maintenance Worker
- Custodian
- Water Service Helper
- Public Works Laborer

- Intermediate Clerk  
Intermediate-Typist Clerk
- Community Health Worker

## Recruitment

The PLACE program meets the needs of adult learners, empower workers experiencing barriers, and does so with a trauma-informed lens that embraces the principals of “Fair Chance” advocacy and hiring. This approach assumes that everyone, regardless of background, has the right to be fairly assessed for a role they are qualified for. First chance hiring practices create more diverse and inclusive workforces, helps organizations to gain a competitive edge, and get better returns on the investments made on employees. For instance, a study by Johns Hopkins Hospital System found that, over a forty-month period, hires with criminal records had a lower turnover rate. PLACE is committed to these approaches to the extent that every PLACE participant hired by the County is qualified as having at least one barrier to employment. DEO encourages the following populations to apply for the PLACE program:

- Transition Aged Youth and former foster care youth
- Low-income individuals from communities with high unemployment
- Homeless or formerly homeless individuals
- Current or former justice-involved individuals
- LGBTQ+ and women

The PLACE program is also well served by other DEO and AJCC Employment and Population-Specific Placement Services such as Youth@Work, Workforce Opportunity and Inclusion Act (WIOA) Adult and Dislocated Worker Program, and HireUP and others. New recruits to the PLACE program are often sourced through these “client” programs, each focusing on unique populations and/or challenges.

In June 2022, the Board instructed DEO to enter into agreements with consultants to expand the PLACE program including with community-based organizations to provide outreach and recruitment among communities and populations historically impacted by high levels of unemployment. Current recruitment targets for PACE are for 100 placements in FY2022-2023 expanding to between 150 and 200 annual placements in subsequent years.

## Job Creation

All PLACE programs set aside open jobs for program graduates to submit applications and support expedited hiring timelines. Participants receive a range of whole person services from Case Managers before and for at least six months after hiring, including referrals to housing and other basic needs, wellness and crisis counseling, and Resource Hub services such as financial literacy. Participants are grouped into cohorts of 10-25 job seekers, with 10-20 open jobs per cohort, which creates high odds that participants will be placed into a job directly upon completion. Another benefit is that County hiring managers have access to the PLACE specialty hiring list that only contains participants from the program. The program has a 90% completion rate, an 87% exam passage rate, and an 80% hire rate for those who pass.

### Activity Highlight

Training for newly open PLACE Programs began in August, 2023. These work programs typically seek to employ a significant number of new employees into a single position description. For example, in August, PLACE is training a cohort to fill 15 positions for Grounds Maintenance Worker with the Department of Beaches & Harbors. While no prior work experience is needed, the position is challenging, with shifts beginning at 5:30 a.m. and consisting of manual labor from sweeping, mopping and waxing to removing graffiti and cleaning restrooms.

### Partnerships

This program is housed within the LA County DEO and is able to make extensive use of the numerous connections, cross program synergies and other resources that DEO and its affiliated jobs hub AJCC provide.

### Findings and Relevance to SCW Program Workforce Development

DEO and PLACE are a unique County asset and there are many ways that the SCW Program could potentially benefit and learn from these organizations. Some of the more relevant aspects of DEO and PLACE include:

- As a County agency and affiliated program, DEO and PLACE are uniquely positioned to service SCW Program needs, particularly when positions are directly with the LA Flood Control District. In this regard, PLACE will have direct knowledge of County hiring practices and policies and would be able to quickly develop a SCW focused hiring.
- Despite the first point, many positions funded by the SCW Program will not be direct hires with County agencies but rather will be with Municipalities or other project proponents. Given its' specific focus on County workers, PLACE may not be able to help these other organizations fill such positions.
- PLACE's structure of creating cohorts of trainees to fill a tranche of similar positions is potentially optimal for the SCW Program which may have somewhat unpredictable demand spikes based on project completion rates, worker attrition and other factors. Once a curriculum is developed, tranches of workers could be processed through a training course to fill positions throughout the County.
- PLACE's focus on hiring-process training (like prep for the civil exam and interview prep), and tendency towards candidates with little or no work experience may not be sufficient to fill some of the more skilled labor needs of the SCW Program. Additional training modules would likely be necessary but could potentially be used in combination with PLACE as an aggregating hub.
- With their extensive networks and partnerships with Countywide workforce and social service organizations DEO and PLACE are a very strong recruitment hub that the SCW Program could potentially utilize.
- PLACE's emphasis on Fair Chance hiring is a best practice for reaching individuals with barriers to employment.

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## Council for Watershed Health

Entity Type	Non-profit organization
Website	<a href="https://www.watershedhealth.org/">https://www.watershedhealth.org/</a>
Primary Location	177 E. Colorado Blvd Suite 200 Pasadena, CA 91105
Contact	<a href="mailto:info@watershedhealth.org">info@watershedhealth.org</a> 213-229-9945 2019 Estolano Interviewees: Eileen Alduenda and Jason Casanova
Annual Revenue or Operating budget (2021)	\$3,189,000
Annual Participation/ Trainees	Not available

### General Information

The Council for Watershed Health (CWH) was established in 1996 by environmental advocate Dorothy Green as a registered 501(c)3 non-profit organization. Their core objective is to enhance the well-being and lasting viability of watersheds in Los Angeles County, encompassing rivers, streams, and ecosystems within both natural landscapes and urban communities. Their work revolves around three key strategies: **education and engagement, research and monitoring, and integrated planning and management.** Within these strategic arenas, the programs, and projects that CWH address diverse themes such as urban stormwater management, community capacity building, watershed and water quality monitoring, and the promotion of sustainable landscapes.

Looking ahead to a 2025 Vision, CWH aspires to transform the Los Angeles region into a prime example of sustainable urban watershed stewardship. Their goal envisions the conscientious management of the area's watersheds to cultivate ecological, societal, and economic vitality. This includes achieving outcomes such as unpolluted waters, dependable local water resources, the renewal of native habitats, expansive green spaces, comprehensive flood control strategies, and the revitalization of both rivers and urban cores.

### Workforce Development and Training Programs

CWH's strategic focus on education and engagement, intersects with workforce development and training in several ways. Their internship program is geared towards developing more academic skillsets related to watershed management in young professionals or higher education students while their engagement in training and educational programs in communities have focused on the more hands-on aspects of delivering stormwater, community, and watershed improvement projects as discussed further below.

- The CWH Intern Program provides future engineers, landscape architects, scientists, and policy makers with valuable experience in applied environment sustainability projects. CWH's internship program builds on strong, historic relationships with public and private universities in the Los Angeles area and gives traditionally underrepresented students in STEAM<sup>4</sup> fields the opportunity to gain the skills and connections needed for environmental careers. It is open to all graduate and undergraduate students receiving school credit or a school provided stipend. Focus Areas for the internships include field monitoring, GIS & spatial design, policy & research, community engagement, and education.
- CWH has delivered numerous and variable training programs working with communities, non-profit organizations, public agencies, and schools across the LA region. These are typically targeted trainings, generally paid for by the trainees, and that are only available for a finite period. For instance, according to a 2019 interview with CWH staff, CWH had undertaken the following training activities among others:
  - Partnered with 6 Los Angeles Unified School District schools to provide training to school maintenance, and facilities staff, and campus property managers on stormwater best management practices and green infrastructure projects.
  - Delivered the Green Gardener program for people transitioning into the workforce, teaching them the basics of landscaping, including incorporation of green infrastructure features.
  - Trained Los Angeles Conservation Corps (LACC) members on green infrastructure retrofit design and installation, and
  - Targeted training for public agency staff including various municipalities and LA County Parks and Recreation.
  - Professional development seminars related to specific topics such as “Oaks in Urban Landscape”, that can be used to secure continuing education credits for some types of professionals such as landscape architects and professional arborists.

In addition to these efforts, in 2018, CWH has launched the ReDesign LA initiative with its “cohort” of partners and collaborators including but not limited to Accelerate Resilience LA, Water Foundation, and Water Hub. ReDesign LA is an online educational and technical resource to help build the capacity of small municipalities, school districts, and local community-based organizations to develop and implement multi-benefit projects that integrate stormwater capture and climate resilience. Among ReDesign LA’s available resources are:

- **Water 101:** A series of primers in presentation and pdf formats that cover a range of topics from watershed concepts and nature-based solutions, to overviews of California’s and LA’s water and stormwater system.
- **Outreach and Engagement:** A compilation of engagement strategies and case studies to help build communication plans related to multi-benefit projects.
- **Project Development:** A large collection of technical and informational tools covering many aspects of project design and development from tree-benefit estimation and native plant selection to stormwater calculators and BMP sizing tools among others.

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<sup>4</sup> Science, technology, engineering, the arts and mathematics.

- **Project Funding:** Resources for seeking funding, responding to RFPs, and reference project and regional plans.
- **Operation and Maintenance:** Resources related to site maintenance and finding skilled labor for green infrastructure projects (currently being developed)

### Recruitment & Job Creation

CWH training programs have, in the past, been more about developing new skills for currently employed professionals than about creating new positions or training individuals with barriers to employment. However, CWH has a job board to help connect qualified applicants to different organizations in the Los Angeles Area. CWH typically chooses underrepresented students to be a part of their programs. However, professional connections and networking opportunities are provided to participants in the CWH Internship Program.

### Project Highlight

#### **Lower Los Angeles River Revitalization Plan:**

CWH holds membership within the AB530 Lower LA River Revitalization Working Group, actively participating in the Water & Environment, Community Engagement, and Implementation Committees. The purpose of this involvement is to collaboratively shape the development of the Lower LA River Revitalization Plan (LLARRP). Within this capacity, CWH has partnered with TetraTech to create a comprehensive Watershed Education Plan, aligning with the LLAR Watershed Education Program.

This endeavor involved a community-centric research process, engaging with members of the Working Group Committee. Asset mapping and analysis were undertaken to provide a foundation for essential implementation strategies and the formulation of watershed education concepts. These efforts contribute to the development of an online tool and the allocation of resources into artistic initiatives, community-driven scientific endeavors, project-based learning opportunities, and the enhancement of parks and educational institutions across the lower LA River communities.

### Partnerships

Having worked in the water and stormwater management space for over two decades, CWH is well connected with public agencies, educational organizations, non-profit groups, and community-based organizations throughout the region. Major sources of funding for the CWH include: Metropolitan Water District of Southern California, County of Los Angeles Flood Control District, City of Los Angeles Bureau of Sanitation, Sanitation Districts of Los Angeles County, and the Rivers and Mountains Conservancy among others.

### Findings and Relevance to SCW Program Workforce Development

- As a local Los Angeles based non-profit organization with training experience directly related to stormwater infrastructure implementation and maintenance, the CWH (and similar organizations) has the potential to be a training program partner in the SCW workforce development program. An organization like CWH could, for instance, be responsible for targeted green infrastructure training that might supplement a more

broadly applicable workforce program such as Preparing LA for County Employment (PLACE).

- While CWH has not specifically developed or delivered training programs around, specifically, monitor stormwater infrastructure, their experience with training as well as their expertise in watershed and green infrastructure monitoring makes them a well-suited potential partner for this focused topic. For instance, CWH or a similar organization could, through funding and collaboration with the SCWP, provide monitoring training to municipal employees tasked with executing stormwater monitoring plans.
- The idea of a technically focused internship program that helps to develop academic and program management skillsets related to the stormwater sector, could potentially be executed through the SCWP by hiring interns into the Flood Control District or providing funding for interns to be hosted by other SCW engaged agencies in the region. This could be separate from or in conjunction with some of other internship programs like Countywide Youth Bridges Program.
- The Redesign LA initiative is a valuable, locally specific resource that could not only serve as a platform for hosting information about SCW Program workforce development training and outreach activities but also as a repository of curriculum content that could be integrated into training programs.

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**LiUNA!** LOCAL  
1309  
*Feel the Power*



## Laborer's International Union of North America, Locals 300 & 1309

Entity Type	Labor Union
Website	<a href="https://local300.com/">https://local300.com/</a> <a href="https://local1309.com/">https://local1309.com/</a>
Primary Location	Local 300: 2005 W Pico Blvd, 2nd Floor, Los Angeles, CA 90006 Local 1309: 3971 Pixie Ave. Lakewood, CA, 90712
Contact	Local 300: 213-385-3550. Estolano interview: Ernesto Pantoja, Francisco Arrizon, Mike Rubio Local 1309: (562)-421-9346. Estolano interview: Peter Santillan
Annual Revenue or Operating budget (2020)	Local 300: \$17,730,000 Local 1309: \$7,990,000
Annual Participation/ Trainees	About 15,000 members

### General Information

The Laborer's International Union of North America (LiUNA) is an American and Canadian labor union formed in 1903 which seeks to advance the interests of its members which include construction workers, maintenance workers and plant workers. Locals 300 and 1309 are the two local LiUNA affiliated unions representing workers in Los Angeles County out of the cities of Los Angeles and El Monte (Local 300) and Lakewood (Local 1309). LiUNA and all of its affiliated locals are tax exempt non-profit organizations.

### Workforce Development and Training Programs

Locals 300 and 1309 provide training to members and partner signatory contractors primarily through The Laborer's Training School (LTS). LTS, is a jointly administered labor-management training trust fund (The Laborers Training and Retraining Fund) that offers training services to LiUNA members in 12 counties in Southern California. The training includes classroom instruction, practical application, and skill assessments. The curriculum offered is diverse and includes over 140 class options covering many industries and aspects of the construction industry. LTS is accredited by the International Accreditation Services as a training provider and curriculum developer. In addition to their central facility in Azusa, LTS operates satellite training facilities in El Monte and Los Angeles for Local 300 and in Lakewood for Local 1309. LTS has 3 programs in which union members can participate, including:

- Construction Craft Laborer (CCL)
- Laborers Cement Mason (LCM)
- Landscape Irrigation Fitter (LIF)

A selection of some of the more relevant courses to SCW Program projects that union members can access include, among others:

- Green Construction Awareness
- Landscape 1. Planting and Maintenance
- Landscape 2. Construction Math, Irrigation and Low Voltage Lighting
- Landscape 3. Erosion Control, Grading and Drainage,
- Landscape 4. Chain Saws, Retention Walls, Pavers and Dividers
- Mini Excavator
- SWPPP Awareness
- Process Piping 1-5
- Pipe laying
- Paver Installation

Each of the three training programs are structured into seven “wage scales” corresponding to skill levels. As their experience progresses, union members advance from 1<sup>st</sup> Period workers (wage scale 1) to Journey Person (wage scale 7). Advancement between each wage scale requires 600-700 hours of On-The-Job Training (OJT) and between 47 and 72 hours of Related Supplemental Instruction (RSI). The cement mason track is most demanding in this regard. The RSI training is primarily classroom-based learning covering certification, specific industry, environmental and endorsement classes.

While there are different wages and requirements for each of the training programs, participants earn a living family wage and receive standard union benefits while they learn advance in their career. As workers gain more experience, they continually participate in RSI courses to advance to the next level in the wage scale. Excluding the value of standard benefits, wages range from \$20.34/hr for 1<sup>st</sup> Period Landscape Irrigation Fitters to \$44.38/hr for Journey Person Construction Craft Laborers.

To participate in the training programs, applicants must be 18 years of age, physically fit to work in the industry, and pass a 5-day “Bootcamp” which includes drug testing, a 3-day physical agility test and an oral interview. There is a one-time up-front fee of \$500 to enter the union. All union members must also pay annual union dues based on a percentage of their wages.

### Recruitment

According to an interview with Estolano Partners, Unions 300 and 1309 recruit workers through outreach events, contractors, word of mouth, WorkSource centers, PVjobs, community colleges, and veterans. Many aspiring union members are already working in industries which require physical labor and are seeking union membership to improve their employment options, representation and pay.

### Job Creation

Labor Unions 300 and 1309 do not create jobs, but rather provide support for employees in a variety fields. One of the ways they do this is through the Apprentice program. Apprentices are

paired with local partner contractors and paid during the apprenticeship period. Apprentices are paid, mentored, and receive work-based, classroom learning and credentials that are portable across many industries. Contractors gain access to apprenticeships and other high-quality laborers by signing the Master Labor Agreement.

### Activity Highlight

There are two main opportunities provided by LiUNA 1309:

**Training Opportunity-** Laborers work on roads, highways, parks, schools, and airports performing tasks related to concrete, asphalt, demolition, excavation, underground and refinery work, as well as many other scopes. Many of the skills developed are applicable to construction and maintenance of stormwater infrastructure projects.

**Refineries Opportunity-** With the passage of SB-54, the contractors who service the area's oil refineries have found themselves in need of qualified Apprentices and Journeymen who have graduated the Apprenticeship Program to fill their workforce. To meet this need, Local 1309 worked with industry employers and LTS to develop a comprehensive set of courses that specifically meet the needs of refinery employers.

### Findings and Relevance to SCW Program Workforce Development

- Many of the classes and subsequent skillsets developed by union workers are directly aligned with the jobs that would be required for the construction stage of many SCW Program projects. Hiring union laborers should already be possible for many SCW Program projects.
- While current union supported training covers a broad range of skills, it may not currently cover specific knowledge and skills required for certain types of construction and maintenance of stormwater infrastructure – for example installation of HDPE liners and complex landscape installations, maintenance and monitoring of stormwater improvements and native planting. As such, if the SCW Program were to partner with The Laborers Training School, it may be necessary to add new classroom and field-based training modules that are specific to the stormwater industry.
- Working with Locals 300 and 1309, the SCW Program could potentially develop a stormwater specific program, like the Refineries Opportunity program, which prepares trainees specifically for the needs of the stormwater industry.
- The stringent 5-day “bootcamp” requirements for apprenticeship with the unions as well as requirements to pay registration fees and annual union dues ensures a level of commitment from participants that exceeds many other community workforce programs. This can potentially lead to a more engaged and reliable workforce.
- Sequential training, and associated wage scale increases within the training program provide a practical means for motivating workers of all levels to advance and gain experience, ultimately improving retention within the trade and supporting long term career pathways.
- The Unions tend to prioritize demand when considering training needs. As such, to effectively engage new training within the Union sphere, the SCW Program may need to estimate the real need for new construction and maintenance jobs and laborers with the required skillsets, to motivate Union interests to consider new training programs.

- As a County program, direct hiring of construction and maintenance workers using SCW Program funds is beholden to employment requirements which include the hiring of union laborers and all stipulations of the Master Labor Agreement. As such it would benefit the SCW Program to begin conversations with LTS and the Locals to discuss specific training needs to service SCW Program projects.

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## Theodore Payne Foundation – California Native Plant Landscaper Certificate Program

Entity Type	Non-profit organization
Website	<a href="https://education.theodorepayne.org/about-cnplc/">https://education.theodorepayne.org/about-cnplc/</a>
Primary Location	10459 Tuxford St, Los Angeles, CA 91352
Contact	info@theodorepayne.org
Annual Revenue or Operating budget	\$1.6 M
Certifications	300 LA Based certified landscape professionals

### General Information

The Theodore Payne Foundation (TPF) is a non-profit organization founded in 1960 based on the work of horticulturalist and conservationist Theodore Payne (1872-196). TPF started as a small native plant nursery and seed source and has evolved into a thriving center which not only provides plants and seeds on its 22-acre property in the San Fernando Valley but is a valuable statewide resource hosting a native plant database, planting guidelines, and importantly outdoor educational facilities and courses. The organizations mission is to inspire and educate Southern Californians about the beauty and ecological benefits of California native plant landscapes. Its strategic goals include:

- Normalizing native plant landscapes such that the public values and expects native plants, gardeners know how to use them, and students are knowledgeable about them.
- Engaging and educating a diverse audience via education and volunteer programs and including opportunities for students to experience native plants at schools.
- Increasing the visibility of their training programs such that they become an industry standard.
- Influencing public policy such that governments seek council from TPF and landscape practices shift through policy towards the use of native plants.

The trend towards using indigenous plants in landscaping has gained significant traction and is consistently expanding each year. This movement is creating fresh avenues for individuals working in landscaping professions. TPF is dedicated to empowering landscapers to thrive in the evolving Southern California landscaping industry, assisting them in attracting and securing new clients.

## Training Programs

In 2011, TPF received a \$930,000 grant from the State of California and additional private grants for the construction of the La Fetra Nature Education facility. The facility was completed in 2017 and includes two classrooms, a student orientation amphitheater, demonstration gardens and interpretive signage. From this venue, TPF provides educational opportunities for all ages and abilities including K-12 students and professional landscapers. TPF's educational and training programs include:

1. Numerous classes and workshops for adults and families covering topics such as fire resilient gardens, plant selection, whole-system and native garden design, irrigation design, plant propagation, and field sketching.
2. California Native Plant Landscaper Certificate Program (CNPLC): a comprehensive training initiative tailored for landscape experts. This program has been crafted and is delivered by professionals well-versed in native plants. Thoughtfully structured for both established professionals and those aspiring to enter the field, the four-week course is available in both Spanish and English. The course schedule offers flexibility, including evening and weekend sessions, complemented by accessible recordings for convenient learning. Completion of the course culminates in a certification and equips participants with knowledge on effectively promoting their businesses. Participation in CNPLC is free of charge. Individuals learn native and California-friendly plant identification, how to irrigate efficiently, garden evaluation, weed and pest management, and about the LADWP Rebate program and how it can create new business opportunities.
3. TPF is currently developing a K-12 program to provide education about native plants, and designing and maintaining school gardens that will be delivered both at TPF and on-site at schools.

The TPF Professional Education Portal (PEP) is an online focal point for knowledge exchange and education in the realm of native plant horticulture. This initiative caters to the Southern California landscape sector and encompasses various services, including the Native Plant Landscaper Certification Program (CNPLC), advanced educational modules, informative materials, employment opportunities, and community discussion forums. It's open to individuals residing and working in Southern California, and membership is free of charge. Upon enrollment, participants gain access to a wealth of online resources and the option to enroll in educational courses.

TPF currently employ 9 teachers who lead training modules and who are also available for bespoke training or consulting for businesses and homeowners who want to keep a native garden thriving.

## Recruitment

TPF does not appear recruit for their education programs, nor do they target specific communities. They do however provide scholarships for the CNPLC training to a limited number of individuals who demonstrate that they are actively working landscape professionals, garden designers, or educators operating within the LADWP service area. This ensures that the limited number of trainees will be most likely to have the greatest benefit in their post-training employment.

## Job Creation

The certifications, courses, and additional offerings from TPF can distinguish businesses and foster career development. There is also a job board to browse positions with landscape companies, or for individuals to find and hire landscape professionals. The primary purpose of the Job Board is to streamline the process of recruiting proficient landscapers who possess a genuine enthusiasm for indigenous flora. Additionally, it serves as a platform for individuals to discover employment opportunities with firms and clients that prioritize ecological and sustainable approaches to landscape design and implementation. While the TPF curriculum and certification is certainly complementary to typical design and construction skillsets, there are no known policy-based requirements to include TPF certified workers on design, construction, or maintenance teams for stormwater infrastructure in LA County.

## Activity Highlight

Keeping up with the demand for native plants is a welcome challenge to TPF. Larger-scale urban restoration projects and more home gardeners are seeking not just California natives but hyper local plants to promote their local ecologies, TPF's Seed Program is stepping up to meet this demand for locally sourced and well adapted plants. The Program advocates for seeds, applies for wild harvest permits, builds meaningful relationships with land managers, and conducts field and laboratory work to ensure that quality seeds are available to supply to projects and to secure within long-term seed bank storage. The Seed Program tracks the geographic origin of its wild-sourced plant stock and as demand increases for local ecotype plants are investing in a new nursery specifically catering to locally sourced native plants grown from ethically collected wild sourced seed.

## Partnerships

The California Native Plant Landscape Certificate Program is provided in partnership with the California Native Plant Society, US Green Building Council Los Angeles, Los Angeles Department of Water and Power Community Partnerships Program, and Chino Basin Water Conservation District. In 2023 TPF was awarded the Community Partnership Grant from LADWP for the third year in a row. This support directly supports the entire PEP program, including CNPLC.

## Findings and Relevance to SCW Program Workforce Development

TPF and its California Native Plant Landscaper Certificate Program could have significant benefits to the Safe Clean Water Program's workforce development and other efforts. These and other insights from this case study include:

- Given the SCW Programs goals around prioritizing nature-based solutions and native plants (the Good, Better, Best NBS framework specifically calls out prioritization of native plants), TPF would seem a likely partner to engage in all aspects related to native vegetation sourcing, propagation, planting, and maintenance.
- TPF's CNPLC training provides a unique professional qualification that could play an important role, as is or with some modification, in addressing the SCW Programs emphasis on native vegetation while rounding out other more common or broadly applicable construction and maintenance skills training efforts. The SCW Program should

consider whether a requirement for workers with CNPLC training should be included in hiring standards.

- TPF's courses on native garden design and fire resilient design are also unique amongst training programs and could positively supplement other training efforts within the SCW Program.
- TPF's demonstrates the importance of providing education in multiple languages (English and Spanish) and with flexible weekend and evening hours in order to reach and provide equal access to education for diverse community members including those who are already working but who want to improve their knowledge and credentials.
- TPF may be a good partner to engage for plant propagation needs for SCW Program funded projects. Additionally, the SCW Program workforce development program could potentially support growth of native plant propagation by providing funding for full time positions within TPF's Seed Program or nurseries.

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## GreenCorps Chicago

Entity Type	Non-profit organization
Website	<a href="https://greencorpschicago.org">https://greencorpschicago.org</a>
Primary Location	445 N Sacramento Blvd., Chicago IL 60612
Contact	312-746-9777
Annual Revenue or Operating budget (2019)	~\$1.3 million
Annual Participation/ Trainees	N/A

### General Information

Greencorps Chicago (Greencorps) is a non-profit organization started in 1994 by the Chicago Department of Environment to support community garden development and to provide vocational training to interested Chicagoans in garden design, construction and care. GreenCorps became a public private partnership in 2001 when WRD Environmental became the managing partner for the Program. In 2012, DOE was dismantled but GreenCorps lived on as the public partnership component was transitioned from DOE to the Chicago Department of Transportation (CDOT). Today, Greencorps is the City of Chicago's green-industry employment program providing paid on-the-job training for individuals with barriers to employment. The program is funded primarily by contributions from CDOT.

The objective of Greencorps Chicago is to enable individuals from disadvantaged areas in Chicagoland to bring about transformations in both their personal lives and communities. This is achieved through education, practical experience, and employment prospects in the environmental sectors. Greencorps' approach, centered around projects, not only imparts essential technical skills and readies individuals for jobs, but also designs and executes significant undertakings that contribute to the advancement of regional sustainability and resilience initiatives.

### Workforce Development and Training Programs

Greencorps operates three primary training programs, all of which are rooted in education and reinforced with experience on real-world projects. The 3 main programs include:

1. The **City-Wide Program** is Greencorps primary workforce development training program for adults and is a paid on-the-job training experience spanning 7 to 9 months.

The City-Wide Program combines employment and practical learning in fields like ecological restoration, green infrastructure, tree care, and landscaping. The training curriculum encompasses both classroom instruction and hands-on fieldwork, carried out in collaboration with entities like the Chicago Park District, the Forest Preserve District of Cook County, and other project partners who contract with Greencorp to provide specific services on their local or regional projects. Each year, the City-Wide Program trains a cohort of between 25 and 45 participants each year. Participants are expected to work a minimum of 30 hours per week and receive \$18.50/per hour.

During the initial phases of the program, the classroom instruction is comprehensive, providing trainees with the essential knowledge and proficiencies essential for project engagement. This accumulated knowledge is subsequently put into practice and consistently reinforced through projects spanning the Chicagoland area. As they progress, trainees additionally have the chance to earn certifications that are recognized within the industry, further enhancing their credentials. These include:

- OSHA 10 hr General Safety Standards
- IL Pesticide License
- Chicago Wilderness/Midwest Prescription Burn
- First Aid and CPR
- HAZWOPER

2. The **Terra Firma Program** provides paid employment for six months focusing on employment and training for individuals seeking outdoor work while fostering positive transformation within their local communities. Terra Firma's overarching objective revolves around reinvesting in the neighborhoods of Bronzeville, Grand Boulevard, Washington Park, Woodlawn, Greater Grand Crossing, South Shore, and South Chicago. Projects include maintaining and improving community gardens, public spaces, and vacant land by weeding and pruning, planting trees, improving soils, and removing garbage. The program's more local focus, shorter duration and somewhat less challenging projects distinguishes it from the City-Wide Program. The Terra Firma program also includes indoor instruction and certifications to better prepare participants for future employment. Participants work 28-32 hours per week and are paid \$18.50 per hour, significantly above the state minimum wage of \$13.00 per hour.

3. The **Greencorps Summer Youth Program (GCYP)** focuses on providing work readiness training to individuals aged 16 to 19 by connecting them with careers, professionals, places and events that are related to green infrastructure and sustainability. Participants in the youth program undergo a comprehensive experience, involving education, teamwork, and cooperation within groups composed of instructors, mentors, work site collaborators, and volunteers. This collective effort aims to cultivate the skills needed to create, uphold, and rehabilitate natural and communal areas through a hands-on, project-oriented learning approach. Youth program participants receive \$15.40 per hour and work 20 hours per week for six weeks. In recent years, during the program, participants build and learn to maintain a bike with assistance from the Department of

Transportation's Bike Building Program. Upon completing the program, youth program members are eligible to receive the bike, free of charge.

Professional growth training is seamlessly woven into all of Greencorps' classroom sessions and practical projects. In addition, Greencorps tracks individuals through case management and comprehensive social services, which helps participant to set both personal and professional objectives (such as acquiring a driver's license or GED) that they progress towards achieving throughout the program's duration. This program framework equips participants to effectively surmount employment obstacles, successfully finish the programs, and actively pursue promising career prospects.

### Recruitment

Greencorps has an application process and an outreach system to find ideal applicants. The organization is looking to serve individuals with barriers to employment (e.g. did not complete high school, justice involved, child care needs, unstable housing, etc.), who are out of work or underemployed, interested in working outdoors and who are open to a career paths in related fields. On average, 76% of trainees report that they have a criminal background and 62% are unemployed when they start the program. Upon joining Greencorps Chicago, staff work with employees to set goals and help address any barriers preventing individuals from being successful at work.

While much of Greencorps' recruitment effort occurs through word of mouth, as part of the City's supported programs, Greencorps receives significant publicity on City websites and through co-announcements for cohort recruitment through the mayors office and other City venues like the Chicago Jobs Council.

### Job Creation

Greencorps actively serves those with barriers to employment. O After graduation from the program, about 81% of trainees gain employment. 65% of those jobs are in green fields. After graduation, Greencorps identifies positive placement matches and continues with post placement follow-up to address any workplace issues that may arise.

Graduates from the City-Wide Program have successfully transitioned into roles at prominent companies including Cardno, Christy Webber, Safety Kleen, and AES. Common positions obtained by City-Wide Program graduates comprise Landscape Maintenance Foreman, Restoration Technician, Driver, Groundskeeper, Pesticide Applicator, and Hazardous Material Technician.

### Activity Highlight

Over the course of the program, trainees make environmental impacts on trails, trees, trash and more. Greencorps plants an average of 100 trees throughout the Chicago region each year, restores 1200 acres through ecological restoration, and manages 200 acres of invasive species. In 2021, the Terra Firma team improved over 25 acres of vacant or community managed land by:

- Removing 7,725 lbs of weeds and woody materials

- Pruning 82 urban street trees
- Planting 6 trees and hundreds of spring bulbs
- Building raised bed gardens in previously vacant lots
- Moving over 50 cubic yards of soils
- Removing of 8,210 lbs of garbage

## Partnerships

The primary partnership between the CDOT and WRD Environmental is what makes Greencorps tick. This partnership clearly works to the benefit of governmental objectives around job creation and upkeep of infrastructure. GreenCorps Chicago partners with key National and local organizations in order to source local projects, reach broader audiences including:

- The Corps Network
- 21<sup>st</sup> Century Conservation Service Corps
- Chicago Jobs Council
- Service Year
- Forest Preserves of Cook County

As an example partnership, GreenCorps has been working with Forest Preserves of Cook County since 2011. They have contributed to improvements at over 50 Forest Preserve sites and undertaking work such as prescribed burns, invasive species management and seed collecting.

## Findings and Relevance to SCW Program Workforce Development

Workforce development programs, like Greencorps Chicago, are designed to prepare individuals for successful employment in specific industries while also addressing broader community and environmental needs. Relevance of the Greencorps model and activities to the SCWP workforce development efforts include:

1. Greencorps a successful workforce model that can be effectively developed from the ground up by a municipal agency and with management assistance from a private partner; starting small and evolving into a more robust and nuanced training and employment program that prepares trainees for future employment.
2. Incorporation of a broad set of certification options into the classroom training ensures that trainees complete the program with new and useful qualifications to enter the workforce.
3. While programs like Greencorps Chicago prepare workers for a broad range of future opportunities, they do not target stormwater infrastructure nor provide participants with the specific focused training needed to manage broad portfolios of stormwater assets.
4. A livable paid wage along with wraparound case management services increases program retention rates and ability of participants to secure a full-time position.
5. Integration with a City agency and partnership with other local workforce organizations ensures that recruitment efforts will reach broad audience and that program graduates are exposed to a broad range of future opportunities.

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## Kansas City, Bridging the Gap & Green Stewards

Entity Type	Non-profit organization
Website	<a href="https://bridgingthegap.org/">https://bridgingthegap.org/</a>
Primary Location	1427 W 9th Street, Suite 201 Kansas City, MO 64101
Contact	816-561-1087
Annual Revenue or Operating budget (2020)	\$2,366,180
Annual Participation/ Trainees	Over 9,900 volunteer hours and about 6 paid "Green Stewards"

## General Information

Bridging the Gap is a nonprofit organization based in Kansas City, Missouri, focused on environmental conservation and sustainability initiatives. The organization is dedicated to improving the quality of life in the Kansas City region by promoting environmental stewardship and encouraging community engagement in various eco-friendly projects. Founded in 1992, Bridging the Gap started as a small local community recycling program and has since grown to include a broad range of volunteer-based programs and activities. In 2021-22 volunteers contributed over 9,900 hours (2700 volunteer shifts) of time to Bridging the Gap projects such as:

1. **Environmental Education:** The organization offers educational programs and workshops to raise awareness about sustainable practices, recycling, waste reduction, and other environmental topics.
2. **Waste Reduction and Recycling:** Bridging the Gap promotes waste reduction, recycling, and composting efforts in the community. They work to increase recycling rates and divert materials from landfills.
3. **Community Gardens:** The organization supports the establishment and maintenance of community gardens, promoting urban agriculture, access to fresh produce, and community involvement.
4. **Tree Planting and Green Spaces:** Bridging the Gap participates in tree planting initiatives to increase urban tree canopy and enhance green spaces within the city.
5. **Water Conservation:** The organization is involved in projects that focus on water conservation and improving water quality in local streams and rivers.
6. **Sustainability Advocacy:** Bridging the Gap advocates for sustainable policies and practices at the local level, encouraging environmentally friendly choices and behaviors.

Bridging the Gap also hosts a small scale, paid, green infrastructure workforce development and training program in partnership with Kansas City Water. The Green Stewards initiative is described further below.

### Workforce Development and Training Programs

In 2010, Kansas City launched its Smart Sewer program, an infrastructure program designed to reduce combined sewer overflows and to provide a cleaner and healthier environment for its communities. The program encompasses strategies for adoption of green infrastructure improvements and incorporates provisions for workforce development and job training dedicated to the maintenance and monitoring of green infrastructure solutions. These strategic provisions of the Smart Sewer program ultimately paved the way for Bridging the Gap to partner with the City to create the Green Stewards initiative.

Starting in 2017, Bridging the Gap's Green Stewards initiative was created as a local workforce development program with the primary objective of aiding Kansas City in the day-to-day upkeep and monitoring of 230 established green infrastructure installations including rain gardens, detention ponds, and storm water basins situated in areas of the city served by the combined sewer system.

The management of this program is undertaken by Bridging the Gap through a contractual arrangement with Kansas City Water, who fund the program. Collaborating with local non-profit organizations, the Green Stewards Initiative cultivates a pool of adept maintenance personnel, "Stewards", from at-risk communities within Kansas City. Stewards undergo standardized training through the National Green Infrastructure Certification Program (NGICP) while participating and learning from on-the-job stormwater maintenance activities. The Stewards experience a nurturing and collaborative work environment that offers a diverse array of training opportunities. The program also provides individual support to program participants, who often face barriers to employment.

Stewards are currently paid an hourly rate of \$11.50, above the Kansas minimum wage of \$7.25, and are hired into annual full-time positions at Green Stewards for up to 3. years. After this time, Bridging the Gap assists the Stewards in applying for permanent positions with Kansas City's Water or Parks departments, in the landscape industry or at other non-profits.

## Recruitment

Kansas City Water runs the Green Stewards program in partnership with Bridging the Gap, who. BTG leads recruiting and hiring efforts for the program. The program hires approximately 2 to 4 new "Stewards" each year, to begin the paid full-time program. Bridging the Gap posts job listings for these positions on a regular basis when adequate funds are available to support new Stewards. While there is no specific target demographic listed on the online application, the program's website states that they hire from at-risk communities in Kansas City and that applicants must be at least 18 years of age. The job application to the Green Stewards program clearly sets forth some of the requirements and expectations of the program. Stewards are expected to:

- Show up regularly and on-time, five days per week.
- Complete a work readiness class and have some previous employment experience.
- Be prepared to undertake diligent, all-day, physical work and all kinds of weather and be able to lift 50 pounds.
- Have good people and communication skills.
- Be willing to learn about storm water management, native plants, drainage and "green infrastructure".

All Stewards are also subject to background checks and drug screening.

## Job Creation

The goal of the three-year Green Stewards Program is for participants to graduate primed for other meaningful employment. After completing the program, Bridging the Gap supports Stewards as they seek their next employment opportunities. Through the program, Stewards have met a variety of personal development and growth milestones and have contributed to the success of the Kansas City's Smart Sewer Program.

## Project Highlight

The Green Stewards Team undertake maintenance and monitoring activities at a broad range of green infrastructure sites either or both funded and owned by Kansas City Water. As one example, the VA Hospital & Linwood Green Park project captures and utilizes rainwater where it falls. Furthermore, it restores groundwater levels and supports the growth of vegetation, trees, and native ecosystems, all while enhancing the sewer system's overall capacity. The project features three bioretention basins, a bioswale, and native plantings. Both this project, and Avenues of Life Green Infrastructure project were completed in 2020 for about \$2,200,000.

## Partnerships

The Green Stewards Program is primarily a partnership between Kansas City Water and Bridging the Gap. Bridging the Gap also partners with other non-profit organizations throughout Kansas City to recruit new Stewards and to provide other opportunities for volunteer-based projects.

## Findings and Relevance to SCW Program Workforce Development

Several aspects of the Green Stewards Initiative provide insights that are relevant to the SCWP's workforce development objectives. These include:

1. By partnering with Bridging the Gap, Kansas City Water was able to quickly leverage existing local organizational and workforce capacity to fill an immediate need for maintenance and monitoring on existing projects. Bridging the Gap stepped in to create the unique hiring and service structure of the Green Stewards Program. This model is directly applicable to SCWP where local capacity at community-based organizations could be used to initiate workforce needs to provide maintenance services to SCW Program projects.
2. The Green Stewards program is intentionally designed to prepare workers from at-risk communities for direct placement within a city workforce.
3. Clearly laying out the expectations and job requirements on Green Steward applications is important in minimizing rates of program "drop-out". The application process itself results in selection of candidates who are highly motivated and therefore most likely to make the most of the career opportunity.
4. By providing full time paid positions within a 3-year program for a small number of participants, rather than shorter training for many participants, Green Stewards is able to develop qualified workers for placement within long term career opportunities.
5. Interested individuals/applicants are required to complete an online application to fill a limited number of openings to the program (i.e., acceptance is not guaranteed). This process results in selection of candidates who are highly motivated and therefore most likely to make the most of the career opportunity.

Aside from mention of the NGICP Program, specific methods and training approaches were not available from the limited online resources available about Bridging the Gap and the Green Stewards Initiative. As a follow up to this case study it is recommended that the SCW Program communicate directly with Bridging the Gap to ascertain more detailed information about the programs training approach.

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## Groundwork Rhode Island

Entity Type	Non-profit organization
Website	<a href="https://groundworkri.org/">https://groundworkri.org/</a>
Primary Location	1005 Main Street, Suite 1223 Pawtucket, RI 02860
Contact	Amelia Rose arose@groundworkri.org
Annual Revenue or Operating budget (2020)	\$443,490
Annual Participation/ Trainees	~65 (Youth and Adults)

### General Information

Groundwork Rhode Island (GWRI) is a grassroots organization dedicated to fostering stronger, more resilient, and fairer urban communities within Rhode Island. By enhancing the physical surroundings and generating economic prospects for local residents through job training, employment initiatives, and social enterprises, GWRI is a driving force behind this transformative mission. GWRI are part of Groundwork USA, a larger organization that unites and supports a network of over 20 community-based organizations, each with their own distinct approaches to improving the environment, equity, education, and civic engagement. GWRI accomplishes its objectives by spearheading a range of urban stewardship initiatives and endeavors that provide training and employment opportunities for economically disadvantaged Rhode Islanders, including those with previous convictions and young individuals. Concurrently, GWRI endeavors to enhance the urban landscape, concentrating on neighborhoods predominantly inhabited by people of color and those with lower incomes in areas like Providence, Pawtucket, and Central Falls. GWRI is structured to offer classroom and on-the-job training programs as well as social venture businesses that help a portion of trainees to enter the workforce.

GWRI seeks grants and funding from sources like the Environmental Protection Agency (EPA) and other relevant agencies to support their job training and employment programs. These funds help cover the costs of training materials, instructors, and participant stipends or salaries.

### Workforce Development and Training Programs

GWRI runs two main training main programs:

1. **The Adult Job Training** Groundwork Rhode Island's Adult Job Training program paves the way for local residents to explore potential career avenues within the environmental sector, with a particular focus on brownfield remediation, lead and asbestos abatement,

stormwater management, and revitalization of urban lands. This comprehensive training equips participants with multiple certifications that enhance their competitiveness in the job market, while also affording them hands-on involvement in projects involving stormwater management, gardening, and tree planting. These projects not only provide practical experience but also contribute to the enhancement of their living and working environments. In 2022, 39 adults completed the Adult Job Training program.

The Adult Job Training Curriculum includes several standard and broadly applicable certifications as well as more tailored training on specific topics. These include:

- OSHA HAZWOPER 40 hours with Confined Space Entry
  - OSHA Construction Safety 10 hours
  - First AID/CPR
  - EPA-Certified 8 Hour Lead Renovator Training
  - Asbestos Supervisor/Contractor 40 Hour
  - Indoor Air Quality and Vapor Intrusion
  - Wastewater/Sewage Treatment
  - Energy Efficiency and Weatherization
  - Green Infrastructure and Stormwater Management
  - Environmental Justice and Health Equity
  - Contextualized and hands-on curriculum
2. **Green Team Youth:** During the summer season, GWRI's Green Team Youth offers paid employment to 14-17 year olds from Providence, Pawtucket, and Central Falls. Over a six-week span, teens learn about environmental sustainability while engaging in physical outdoor work creating community-centric improvement projects geared towards enhancing their city's surroundings. In 2022, GWRI hired 25 individuals through the Green Team Youth program.
  3. In addition to their training programs, GWRI operates two social venture businesses in landscaping and waste management respectively. For some trainees, these ventures help to bridge the gap between learning and employment.
    - a. **GroundCorp** is a fully licensed and insured landscape contracting social venture that is wholly owned by GroundWorks. The company designs and constructs small- and large-scale projects from residential landscapes, and street tree planting projects to community stormwater parks. GroundCorps hires graduates from the Adult Job Training program into full time paid positions.
    - b. **Harvest Cycle** is a composting social venture, Harvest Cycle gathers food scraps from paying customers, converting them into nutrient-rich compost to foster food growth. GroundWorks hires both youth and adults into paid positions with Harvest Cycle.

## Recruitment

GWRI employs a multifaceted approach to recruitment that aims to attract and engage individuals interested in their programs and initiatives. These activities are primarily aimed at engaging individuals from lower income communities with a particular focus on individuals with past conviction records and residents of public housing. To qualify for the Adult Training

Program, applicants must meet income requirements or be a displaced worker due to lay-offs or industry closures. Some of GroundWork's activities aimed at recruitment to their programs include:

1. **Community Outreach:** GWRI collaborates with community organizations, schools, and local partners to spread the word about their programs. They attend community events/fairs, workshops, and meetings to connect with potential participants and partners directly
2. **School Partnerships:** GWRI works with schools in the areas they serve to reach high school students who are eligible for their youth programs. They establish relationships with teachers, counselors, and school administrators to promote their opportunities and conduct presentations to inform students about opportunities for summer employment.
3. **Online Presence:** GWRI use social media platforms to share program information, success stories, and updates, encouraging interested individuals to apply.
4. **Networking and Partnerships:** Collaborating with other organizations, government agencies, and non-profits in the area provides access to their networks and help GWRI tap into a broader pool of potential participants.

### Job Creation

Individuals who participate in GWRI's Adult Training program gain useful skills and certifications, preparing and qualifying them for the job market. In the past, participants have gained employment with a wide variety of employers including GWRI's social ventures as well as remediation contractors, local manufacturers, roofing companies, waste management agencies and construction and engineering firms.

GWRI stands out amongst community based environmental non-profits in that it's training programs are specifically designed to create a pipeline of employees that can be hired internally within GWRI's wholly owned and operated social venture, GroundCorps.

1. **Recruitment:** Once programs are established, GWRI advertises and recruits participants for their job training initiatives. They might target individuals from disadvantaged backgrounds or those interested in pursuing careers in the environmental sector.
2. **Training:** GWRI provides hands-on training, workshops, and educational sessions to participants, equipping them with the necessary skills and certifications for the targeted jobs. The training often includes practical experience through real-world projects.
3. **Employment Placement:** GWRI's programs often include pathways to direct employment. For instance, graduates of the Adult Job Training program might be hired by the GroundCorp landscaping social venture or other relevant employers in the environmental field. To date GWRI has placed an average of 70% of training graduates in jobs ranging from temporary crew positions on remediation projects to full-time salaried positions with remediation contractors.
4. **Youth Development:** For the Green Team program, GWRI hires high school students for summer employment. These youth engage in environmental education and community service projects that contribute to job skills development.
5. **Career Support:** GWRI offers ongoing support to program participants, helping them find job opportunities, prepare for interviews, and transition into the workforce.

6. **Community Impact:** Many of GWRI's projects contribute directly to the improvement of the local environment and communities. This not only creates jobs but also enhances the quality of life for residents.

### Project Highlight

The Tree Equity Initiative in Central Falls, Cumberland, Lincoln, Woonsocket, and East Providence is funded by a three-year Landscape Scale Restoration grant from the US Forest Service. They plan to plant 2,000 trees within these four communities. Trees will be planted in areas of low tree equity determined by canopy cover need with priority in urban neighborhoods. Groundwork Rhode Island's tree planting initiative aims to address tree inequality by focusing on neighborhoods that lack sufficient tree canopy, particularly in low-income and communities of color. This disparity leads to issues like increased pollution and urban heat islands. American Forests developed a "Tree Equity Score" for Rhode Island's urban areas, considering tree cover, local climate, demographics, and socioeconomic data.

Using a mapping tool called the Tree Equity Score Analyzer (TESA), Groundwork RI is leveraging this resource to determine the best locations for planting trees to achieve equitable tree cover. Native tree species suitable for the planting sites will be selected, considering the community's needs. The planting workforce primarily comprises Groundwork RI's GroundCorp landscape team and adult job training program participants.

Recipients of these trees won't be charged for the trees or planting costs. However, they are requested to care for the newly planted trees, particularly watering them for 2-3 years to ensure their healthy establishment. Groundwork RI provides information on proper tree maintenance for recipients to maintain the long-term well-being of the trees.

### Partnerships

GWRI collaborates with local government agencies, educational institutions, non-profit organizations, and businesses to create partnerships that support job creation. These partnerships can provide resources, funding, projects, expertise, and access to job opportunities.

The Adult Job Training Program was established in collaboration with experts from the environmental services and consulting sector, community groups, the Rhode Island Department of Environmental Management (DEM), the Rhode Island Department of Health, the University of Rhode Island, the Providence Housing Authority, and numerous other collaborators. Key collaborators include:

- U.S. Environmental Protection Agency (EPA)
- Rhode Island Department of Environmental Management (DEM)
- Providence Housing Authority
- Open Doors
- Garden Time
- Children's Friend
- Community Action Partnership of Providence
- RI Housing

## Findings and Relevance to SCW Program Workforce Development

Several aspects of Groundworks Rhode Island's organization, training and other undertakings provide insights that are relevant to the SCWP's workforce development objectives. These include:

1. GWRI demonstrates that a social and environmental non-profit can own and operate a fully licensed landscape design/build/maintain service. By finding the right local partner, this model could be specifically applied for construction and maintenance of SCW Program projects.
2. GWRI's Harvest Cycle program provides a model that may be compatible with the SCW Programs nature-based solutions good, better, best framework in that it supports local composting and soil creation.
3. By having a broadly applicable and useful curriculum with portable certifications in their Adult Training Program, GWRI ensures that participants will not only be qualified for employment by their own landscaping enterprise, but also by a range of other employers in the region.
4. GWRI's robust approach to recruitment primarily through community and school outreach provides a model for engaging economically disadvantaged individuals as well as those with former convictions.
5. GWRI's Youth program is distinct from the many volunteer - or pay to participate - youth programs across the county in that it provides paid summer employment for interested and qualified teenagers. This helps participants achieve some degree of economic independence while also teaching skills and kickstarting their resumes in the environmental sector.

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## National Congress of American Indians: Workforce Development Toolkit

Entity Type	Non profit organization
Website	<a href="https://www.ncai.org/">https://www.ncai.org/</a>
Primary Location	Embassy of Tribal Nations 1516 P street NW, Washington, DC 20005
Contact	<a href="mailto:contact@ncai.org">contact@ncai.org</a>
Annual Revenue or Operating budget	\$12 million
Annual Participation/ Trainees	Not applicable

### General Information

NCAI was founded in 1944 as a response to the termination and assimilation strategies imposed by the US government on tribal governments, which went against their treaty rights and sovereign nation status. NCAI’s mission is to safeguard and bolster treaty and sovereign rights, ensure the preservation of ancestral laws, cultures, and heritage for future generations, foster a shared recognition of tribes' rightful position among American governments and enhance the well-being of Native communities and individuals.

The young and expanding Native workforce holds promise, with tribal nations dedicated to enhancing opportunities through job training and employment aligned with the modern economy. However, tribal communities face challenges, marked by unemployment rates surpassing the national average. Economic conditions, poverty, inadequate infrastructure, and limited education opportunities contribute to this issue.

To help address these many challenges, NCAI created the “Tribal Workforce Development: A Decision-Framing Toolkit” (The Toolkit). The Toolkit shares the main findings of the multi-year “Building the Human Capacity to Rebuild Tribal Nations” research project (the Project) which examines approaches to workforce development that tribal nations, organizations and educational institutions are forging. The Project seeks to answer questions about how tribal nations are:

- working to create reliable, sustainable career (not just job) opportunities for tribal citizens that directly advance the long-term goals of their nations,
- investing in and preparing their citizens to succeed in careers that are needed, and
- creating pathways for their citizens to provide their nations with meaningful returns on those workforce investments?

This case study examines the content and findings of the Toolkit and how the policy recommendations of the Toolkit can be considered from a SCW Program lens.

### Overview of the Toolkit

The NCAI's Partnership for Tribal Governance (PTG) produced the Toolkit for tribal leaders and workforce development practitioners to use to assess their workforce development approaches and determine how best to strengthen them. The Toolkit features lessons learned, policy recommendations, and questions for tribal policymakers to consider regarding key aspects of workforce development. The Toolkit includes 15 strategic considerations of tribal workforce development. Each strategic consideration includes numerous policy recommendations. The list below highlights only a fraction of these recommendations, selected for particular relevance to the SCW Program.

1. **Tribal Governance:** Develop a self-governed, tribal plan for workforce development that includes existing programs and creates new ones.
2. **Strategic Vision:** Expand the array of careers supported with an emphasis on seeding careers that can create additional job opportunities and treat workforce development as a multi-generational proposition.
3. **Integration:** Build "inter-agency" teams across programs to enhance the provision holistic wrap-around services
4. **Institutions:** Ensure that affected parents have the resources they need to pay for childcare so that they can train for and hold jobs.
5. **Culture:** Infuse tribal history, culture, and values into workforce education/training curricula.
6. **Leadership:** Depoliticize tribal workplaces and the provision of workforce development services.
7. **Funding:** Support the growth of tribal citizen-owned small businesses that provide jobs and expand taxable commercial activity, enabling increase discretionary revenues.
8. **Citizen Engagement:** Use "captive audience" opportunities to obtain key input and information from citizens (mandatory questionnaires when they update their tribal enrollment, booths at community events, etc.).
9. **Assessment:** Engage tribal/local employers to gather data about their long-range labor needs.
10. **Targeted Solutions:**
  - a. Develop stand-alone initiatives that provide Native youth academic and workforce preparedness training and opportunities for career exploration and develop partnerships to defray the cost of doing so.
  - b. Develop a coalition-based plan to cultivate aspiring citizen entrepreneurs to become small business owners.
11. **Removing Obstacles:** Build training cohorts of citizens facing the same challenges to deepen their systems of support. Have successful former clients serve as role models for and mentors to current ones.
12. **Closing the Loop:** Gear workforce development programs to build human capacity in the fields where locally available jobs (including those with non-tribal employers) are (or will become) most plentiful.

13. **Advancement:** Dedicate stand-alone funding for professional development and continuing education and create formal apprenticeship opportunities that enable tribal citizens to gain critical skills necessary for moving beyond entry-level positions.
14. **Partnerships:** Engage area non-tribal employers to determine what skills they need and design workforce education/training curricula to build those skills. Offer potential employers incentives (i.e. tax breaks and other subsidies) to hire tribal citizens for work experience placements or permanent employment.
15. **Sustainability:** Develop a sustainability plan for workforce development efforts that grows funding and staff and provides higher quality services to more people.

Aside from development of the workforce toolkit, NCAI is actively advocating for increased funding in both current job training and new workforce investment initiatives, as well as new legislation to bolster the workforce. These programs cater to both employed and unemployed tribal members, facilitating skills development for better job prospects. These efforts encompass GED attainment, computer literacy, and specialized certification training for American Indian and Alaska Native individuals.

### Activity Highlight

In 2010, The Gila River Indian Community's (GRIC) Employment & Training Department (E&T) obtained a technical assistance grant from the Department of Labor (DOL) to support the Phoenix, Arizona community's workforce development approach. E&T team members attended a "Career Pathways" model training to apply their findings to their own community. Then, in 2012, the DOL's Workforce Innovation Fund awarded GRIC a \$3 million, three-year grant to implement the model, becoming the first tribal nation in the country to receive a Career Pathways grant. The GRIC case study describes their customized program as a "... methodical design process culminated in the launch of a comprehensive, employer led workforce development system customized to the needs and short- and long-term priorities of the Community's workforce, its employers, and the tribal nation as a whole. Seamlessly integrating occupational skills training, basic skills education, and employment, Gila River's version of Career Pathways combines contextual learning with academic and career counseling, wrap-around support services... and ongoing support of participants as they implement their career plans." The five industry sectors addressed included construction, government, hospitality, medical, and small business.

The construction sector, which is most closely related to the stormwater sector, had a goal to replace non-Native contractors with a trained Native construction workforce. "Gila River's Community Housing, Housing Development, and Tribal Projects departments partnered with the National Center for Construction Education and Research and the Arizona Builders Alliance to create an internationally recognized certification program for Pre-Apprenticeship, Building Trades, and Facilities Maintenance occupations." Now, residents of the community can either get a temporary job with the Tribal Employment Rights Office or be prepared and connected to a career with through the Workforce Investment Opportunity Act program.

### Partnerships

PTG collaborates with tribal nations to identify common challenges and strategies across workforce development efforts, which is how "Building the Human Capacity to Rebuild Tribal

Nations” project was created. The Project was funded in part by a grant from the Northwest Area Foundation and is being expanded to tribes across the country. Two California based organizations that contributed to or are mentioned in the Project include:

1. **United American Indian Involvement (UAI)**, based in Los Angeles, guides and encourages eligible American Indian/Alaska Natives to establish a self-sustaining way of life. UAI staff provide individualized career counseling to participants to further develop their skills and establish a clear career path that leads to employment or self-sufficiency.
2. **California Indian Manpower Coalition (CIMC)**, based in Sacramento, offers training, employment, and other activities designed to meet the employment and training needs of the client population. Among other activities, CIMC offers a training program for existing or aspiring Native small business owners to start or grow their own businesses. The curriculum includes 200 hours of coursework and teaches marketing, day-to-day operations, financial management, and human resource management.

### Findings and Relevance to SCW Program Workforce Development

The potential relevance between the NCAI Workforce Development Toolkit and the SCW Program lies in creating job opportunities, collaborative efforts, and aligned training to address SCW Program goals while providing employment opportunities for members of Native American tribes. Relevant finding and suggestions for the SCW Program include:

- While it is difficult to distill all the recommendations from the Toolkit, some of the policy recommendation and themes that emerge that are particularly relevant to consider include:
  - a need to focus not just on the individual jobs created but on the overall outcomes for tribal nations and for the long-term growth of careers and sustainable businesses.
  - the ability of non-tribal workforce programs to fill-the-gaps in training and wrap around services, such as childcare and social services, that might be more difficult for tribes to develop from the ground up.
  - a need for clear communication and data about workforce capacity of tribes and job availability from non-tribal sources and co-development of training and placement programs that meet the needs of both.
- There are several inroads that the SCW Program could utilize to initiate or engage NCAI and tribes native to the Los Angeles region in workforce development issues. These include:
  - Engagement with UAI and CIMC on issues on the opportunities available for workforce and business development related to stormwater sector services.
  - Engagement with NCAI's Climate Action Taskforce to initiate conversation around mutual interest related to climate change, and potentially leading to further workforce development actions.
- NCAI's efforts to advocate for Federal funding for more job training may be a good point of potential collaboration whereby the SCW Program could serve as a template or exemplar program which could target employment of members of American Indian tribes.

- Irrespective of a tribal component, the idea of a workforce development toolkit is potentially valuable for the SCW Program to consider. Given the complexity of SCW related hiring across numerous County and municipal agencies and for diverse job descriptions, a toolkit that explains hiring requirements, opportunities for collaborating and hiring from regional workforce programs as well as other best practices, could be essential to optimizing an effective workforce program.

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## EnviroCert International – National Green Infrastructure Certification Program

Entity Type	Not for profit technical and educational organization
Website	<a href="https://envirocert.org/">https://envirocert.org/</a>
Primary Location	3054 Fite Circle, Suite 108 Sacramento, CA 95827
Contact	Adriana Caldarelli acaldarelli@wef.org
Annual Revenue or Operating budget (2019)	\$1,338,137
Annual Participation/ Trainees	Over 600 NGCIP Certified Individuals

### General Information

EnviroCert International (ECI) is a privately run professional certification organization that focuses on providing certifications specific to the stormwater industry that cover the regulations, design, and inspection for the construction, municipal, stormwater modeling and hydrology and multi-sector industrial fields. ECI's certifications are designed to validate the skills, knowledge, and expertise of stormwater professionals involved in areas such as environmental management, sustainability, and related disciplines.

ECI offers nine stormwater related certifications that cover a range of topics. These certifications are typically obtained by individuals who want to demonstrate their competence and capabilities to deliver specific services to the stormwater industry. ECIs certification programs include:

1. CPESC - Certified Professional in Erosion and Sediment Control
2. CESSWI – Certified Erosion, Sediment, and StormWater Inspector
3. CPSWQ – Certified Professional in Stormwater Quality
4. CPMSM – Certified Professional in Municipal Stormwater Management
5. CPISM – Certified Professional in Industrial Stormwater Management
6. CPSWI – Certified Professional in Stormwater Inspection
7. CPWPC – Certified Professional in Water Pollution Control
8. QSM – Qualified Stormwater Manager
9. NGICP - National Green Infrastructure Certification Program

While each of these certifications provides unique knowledge that is useful and sometimes required in the stormwater industry, the one that stand out as being of particular to interest to SCW Program Workforce Development is NGICP. The National Green Infrastructure Certification Program (NGICP) - now also know as the International Green Infrastructure Certification Program (IGICP) is the primary curriculum offered by ECI that focuses on construction and maintenance of green stormwater infrastructure practices that protect, restore, or mimic the natural water cycle. NGICP is the focus of this case study.

### NGICP Background

During 2015 and 2016, the EPA instructed DC Water to tackle a range of water quality concerns. This entailed significant efforts focused on three expansive tunnels. DC Water sought to incorporate green stormwater infrastructure as a solution for these issues to help mitigate the impact of the tunnels on disadvantaged communities and to create middle income jobs related to operation and maintenance of green infrastructure. Collaborating with the Water Environment Federation (WEF), DC embarked on a study to explore the potential for a certification pathway for these anticipated positions. Notably, no such nationwide certification existed at the time and it was clear that there was growing interest from other organizations for such a program. The endeavor of creating the NGICP involved engagement with numerous agencies, municipalities, and organizations across the nation. A consortium of 12 utilities actively contributed to the curriculum's construction. Notably, the San Francisco Public Utilities Commission (SFPUC) played a foundational role as the West Coast partner. For several years, NGICP was administered by WEF but in 2019 was transferred to ECI.

### NGICP Training and Certification

NGICP provides foundational knowledge and skills needed for entry-level workers to properly construct, inspect and maintain green stormwater infrastructure. Designed to meet international best practice standards, NGICP can be used as a refresher course for existing green stormwater infrastructure professionals, or as part of a larger workforce development program to help stormwater agencies or permittees to prepare and grow a base of workers to build and manage their stormwater assets. The certification can help workers who are new to the stormwater industry to establish their credentials and in some cases meet prerequisites for employment on specific projects or by specific employees.

The NGICP coursework prepares participants to demonstrate competency related to four core areas including:

1. **Watershed Fundamentals:** basic hydrology and environmental benefits of green infrastructure.
2. **Green Infrastructure Practices:** basic functionality and process, physical components and types of green infrastructure, and infrastructure lifecycle.
3. **Green Infrastructure Methods and Materials:** Application of construction and maintenance equipment, site layout and grade checking, construction materials, site safety, storage and handling of materials, construction stage erosion control, and interpretation of construction documents,

4. **Green Infrastructure Functionality and Appearance:** Recognizing performance issues, diagnosing common failures, recognizing adequate and comprehensive documentation of green infrastructure practices and maintenance.

NGICP's curriculum is based on numerous government agency policy and guidance manuals and represents industry best practice. All of the materials are delivered at 10<sup>th</sup> grade reading level, thus providing accessibility to a greater portion of the population.

Certification requires completion of 35 hours of training and a four-hour, computer based proctored examination. Interestingly, some agencies that have used NGICP supplement the training with more locally and program specific content. For example, in Washington DC, the standard training is supplemented by an additional 108 hours of training. Registration for the NGICP course costs \$160. Upon passing, participants are granted the right to use the postnominal letters GIP (Green Infrastructure Practitioner). Recertification costs \$135 annually and requires logging seven hours of professional development activities which can be earned through participation in webinars, conference sessions, mentoring, publications, or classes. Applicants must possess a high school diploma and have completed the exam training course. There are scheduled exam trainings provided by approved trainers which have required attendance.

In 2019, ECI licensed its NGICP training program to 14 licensees across in the southeastern U.S, New England, the mid-West, Hawaii, and New Zealand. In 2019, ECI held 27 trainings, had 69 certified trainers, and was assisted by over 100 volunteers. There are over 600 current certified individuals with more being added on a regular basis.

In 2020, NGICP received certification from the ANSI National Accreditation Board (ANAB), validating the programs strengths and expanding its recognition. The NGICP program continues to evolve and is being improved through engagement with a technical advisory group and certification committee.

### Recruitment

Rather than seeking out new members and participants, individuals must apply to become a Green Infrastructure Practitioner (GIP). While a variety of municipalities partner with the NGICP as sponsors or certification trainers, certified workers are not always directly connected to jobs, thereby limiting the Programs its impact.

### Job Creation

The NGICP helps increase the trainees' competitiveness in the job market and provides a pathway to higher paying positions. Obtaining a national certification sets trainees on a sustained journey toward well-paying employment opportunities throughout the United States. This certification advocates for green infrastructure as both an ecological and economic approach to effectively handle stormwater. By earning the credential, individuals contribute to the growth of a skilled workforce dedicated to green practices. Through the NGICP Certification Database, the credential provides visibility to employers seeking to recruit capable professionals in the realm of green infrastructure.

## Findings and Relevance to SCW Program Workforce Development

The following are findings and observations related to the use of NGICP within the context of the SCW Program.

1. NGICP is an industry recognized, and carefully crafted training program that is specific to the stormwater industry and addresses some of the basic knowledge and skillsets that a SCW workforce program might need, with regards to long term maintenance of stormwater improvements. As is, it could be integrated to comprise a portion of a workforce development program. Participants would also gain a potentially useful certification to use in other job markets.
2. NGICP does not cover content that is specific to the Los Angeles region, but which may be important to include in a SCW Program training module such as local ecological and hydrologic context, managing stormwater assets for dry weather flow, designing, and maintaining stormwater assets in arid climates and use of native plants.
3. The fee for participation in NGICP, as well as the annual renewal fee, is likely to be a deterrent to some potential trainees, particularly those with existing economic challenges. If NGICP is used, the SCW Program should consider covering the costs of registration and relicensing fees for professionals servicing SCW Program projects.
4. SCW Program funded projects could potentially include a stipulation that requires one or more member of a construction and maintenance crew to be NGICP certified to obtain a service contract.

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