

MEMORANDUM

DATE: September 2, 2026

TO: Regional Oversight Committee (ROC)

FROM: ROC Ad Hoc Workforce Development Subcommittee

SUBJECT: ROC's Goals & Expectations for Workforce Development Elements

Purpose & Background

On April 8, 2026, the Regional Oversight Committee (ROC) established the Ad Hoc Workforce Development Subcommittee to evaluate current progress on workforce development initiatives and outline goals and expectations to ensure the Workforce Development (WD) elements of the Safe, Clean Water Program (SCWP) are successfully achieved.

The Subcommittee focused on three key items:

1. Develop guidance on how SCWP WD efforts can yield programs hosted by the County, municipalities, community-based organizations (CBOs), or educational institutions that produce skilled workers capable of finding employment across various sectors.
2. Develop guidance regarding the creation of a SCWP Workforce Development Grant Program.
3. Develop guidance regarding High Road Training Partnerships (H RTP) training curriculum development for construction and/or operations and maintenance (O&M).

Current Progress & Reporting Expectations

The Subcommittee received an update on the SCWP District Program's workforce initiatives. We are pleased with their progress and have requested regular updates at the ROC's monthly meetings. Moving forward, we recommend that WD efforts collect the number and demographics of participants and programs, and annual and cumulative expenditures by category (i.e., grant program, interagency workforce contracts, administrative costs, etc.) for inclusion within SCWP annual reports, annual plans, and biennial progress reports. To the extent feasible, program outcomes should be reported as available (such as program completion, participant placements into paid positions, integration of workforce initiatives with project development, construction, maintenance and monitoring, etc.).

Elevation to Strategic Priority

At this stage in the SCWP evolution, we strongly recommend elevating WD elements from a “Strategic Consideration” to a “Strategic Priority.” This escalation is necessary to ensure the District is fully prepared to address training capacity and funding—the two primary barriers cited in the RAND workforce workshop with Los Angeles County energy and water sector leaders.

Integrating Workforce Goals into Program Frameworks

The Subcommittee recommends the establishment of a collaborative WD framework that can be integrated with the SCWP's broader objectives.

There are models from similar agencies with similar stormwater programming of how to integrate WD programming with maintenance and monitoring standards and expectations for successful outcomes. San Francisco Public Utilities Commission (SFPUC) has used a "[maintenance model](#)" to estimate the skills and number of staff needed to maintain SFPUC-funded stormwater projects; they have also connected training requirements to [approved contractors](#) for grant funded projects, and included obligatory SFPUC-provided [maintenance](#) at project developer cost for projects not meeting expectations as part of monitoring. The [Milwaukee Sewerage District](#) has explored a model to project the collective skills and personnel needs for a regional portfolio of stormwater projects that could be trained and even employed and dispatched through a regional coordinated strategy.

Recommendation for Added Strategies & Focus Areas

The Subcommittee recommends adding specific strategies, action items, metrics, and deadlines to SCWP-wide strategies and actions identified in the Initial Watershed Plans ([Program-Wide-ES.pdf](#) Page 9 Figure ES4):

Goal M: PROMOTE GREEN JOBS AND CAREER PATHWAYS ([LACFC Code Chapter 18.04](#)):

7.1 Prioritize smaller projects where construction and maintenance jobs are more likely to utilize a local labor force.

7.2 Invest in research and programs that promote permanent career pathways.

7.3 Coordinate job placement and partner with workforce training and pre-apprenticeship programs.

Proposed Additional "Goal M" Focus Areas

To operationalize this priority, we propose the following as focus areas for consideration:

1. Explicitly include workforce elements as Project Benefits and/or Community Investment Benefits within Municipal and Regional Programs and establish clear metrics that scale project benefits and center both participant and project outcomes.
2. Coordinate efforts and establish a workforce framework across County departments, relevant water, park agencies, municipalities, labor partners, and local NGOs with applicable experience (LAANE, Conservation Corps) and educational institutions. This framework can include focus on:
 - Identifying and addressing workforce needs of smaller projects
 - Full-time permanent career pathways
 - Intersection of workforce and infrastructure in disadvantaged communities
 - Supportive services critical to addressing the needs of those communities which can include items such as school supplies, uniforms, tools, interview coaching, stipends, transportation, childcare, etc.
3. Develop a Technical Assistance (TA) program for municipalities and NGOs to build local workforce capacity, which should include an understanding of the SCWP goals, workforce programming with successful track records for training and placement, and the needs of local disadvantaged communities.
4. Utilize workforce goals as a key vehicle to revitalize coordination across the agencies responsible for delivering Measures W, H, A, and M. This could include how cross-agency coordination connects with the County's WERC PLACE program and enhances the capacity of County agencies to provide O&M and other services to other project developers.
5. Continue establishment of a dedicated SCWP Workforce Development Grant Program, and, once a qualified grant administrator has been selected, include engagement with the ROC and the ideas included in Addendum 1 of this memo as the grant program itself is developed.
6. Accelerate, strengthen, and integrate WD elements across the entire SCWP. This could include exploring how WD certifications, training, and/or standards developed through this program can be integrated into the SCWP Regional Program (for example, if a green stormwater infrastructure training program is developed, whether O&M

provider participation in that program should be required to receive SCWP O&M funding).

7. Establish a program effectiveness/evaluation tool which will analyze the cost/benefit for each workforce program and report back to the ROC on recommended adjustments based on outcomes every two years consistent with the timing of the Biennial Progress Report.

8. While it is anticipated that early training programs will focus on the implementation and maintenance of projects constructed under this program future goals include the development of training programs for other professional career paths including but not limited to planning, engineering, construction management, etc. based on an evaluation of program needs consistent with 7.2 (above).

Addendum 1

The following elements are recommended from the professional knowledge of one or more of the Subcommittee members, and are captured here to be of value during the build out of the workforce development grant program.

Potential Grant Program Elements/Metrics

- Community outreach metrics developed by Rosa Gonzalez as recommended in the ARLA report could be the guiding principle for determining the qualifications of grant applicants.
- Qualification metric recommendations:
 - Each applicant has at least 5 years experience* in at least one of three categories for training:
 - Small projects of less than 3 acres focused on nature-based solutions.
 - Larger projects which involve developing skills maintaining “grey” and “green” infrastructure.
 - Applicants that have experience in both should receive the most points.
 - A minimum 75% graduation rate in previous workforce development efforts
 - A minimum 75% placement rate in full-time training related jobs in previous workforce development efforts
 - A student assistance/support program which includes wrap-around services including but not limited to: work clothing/shoe assistance, tools, transportation allowance, books, childcare and placement counseling
 - A policy which includes the active and purposeful recruitment of staff from the local community and reflects the diversity of the local population. Local in this instance shall refer to a 15 mile radius within a majority disadvantaged community (51+ percent).
- Grant Guideline recommendations:
 - Priority given to grantees with a proven track record (5+ years*) that include or maintain training in the following areas:
 - Green Infrastructure and/or maintenance of native plants/trees
 - Park maintenance training programs which focus on addressing the needs of disadvantaged communities.

**5 years of experience could be reduced to 2-3 years when the program is a “splinter” of a 5 year program (public or private) and has retained staff and curriculum from the originating program or in cases such as a State approved Conservation Corps is established using the SCC model.*