



GREEN JOBS PATHWAYS DISCOVERY PROJECT

YouthBuild Green Sector Strategies
Emerging Trends and Best Practices

JULY 2023



Funded by





With love and respect, YouthBuild partners with opportunity youth to build the skillsets and mindsets that lead to lifelong learning, livelihood, and leadership. At more than 280 YouthBuild programs across the United States and around the world, students reclaim their education, gain job skills, and become leaders in their communities. To date, YouthBuild has partnered with more than 200,000 young people to dedicate over 51 million hours of service benefitting urban, rural, and tribal communities. YouthBuild strives to create a world where all young people are seen for their potential, and power to transform themselves and their communities. YouthBuild USA — the support center for the YouthBuild movement — strengthens YouthBuild programs through technical assistance, leadership development, innovative program enhancements, and advocacy. YouthBuild programs located outside of the United States are supported by YouthBuild USA's international division, YouthBuild International.

For more information about the YouthBuild movement, YouthBuild USA, and YouthBuild International, visit YouthBuild.org.



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Executive Summary

Economic and environmental injustice are inextricably linked. The same communities facing environmental injustice also lack access to well-paying careers. When young people are provided with career pathways in the green economy, they can transform their lives and communities for the better. Green jobs training is one of the keys to building sustainable communities and positioning youth for long-term professional success.

With millions of opportunity youth unemployed and not in school, YouthBuild programs around the country continue to effectively prepare young people for meaningful and sustainable jobs in growing industries including the green, clean economy.

With support from Bank of America, YouthBuild USA developed the Green Jobs Pathways Discovery Project to gather insights from YouthBuild programs on what is needed to plan, design, implement and sustain green pathways and initiatives. A central part of this discovery project involved identifying their current green initiatives, pathways, and practices. This discovery project was a preliminary action step to deepen awareness about YouthBuild programs' green initiatives and pathways and to better understand their current practices, challenges, and needs.

In 2022, YouthBuild USA established a small learning community of YouthBuild programs with experience implementing green initiatives. Over the course of five convenings, they illuminated components and capabilities that are essential to effectively design, implement, and sustain a green initiative or pathway within a YouthBuild program.

The YouthBuild USA Green Jobs Pathways Discovery Project has been key to driving YouthBuild USA's justice work and critical to advancing the organization's strategic vision of:



Environmental Justice

As a global organization committed to social justice and antiracism and dedicated to equitable opportunities in all communities, the pursuit of environmental justice is core to YouthBuild USA's mission. Training, credentialing, and jobs in the green economy provide value to the young people directly, and their efforts have an extended positive impact throughout all communities.



Field-Informed Innovation

The YouthBuild USA Green Jobs Pathways Discovery Project has been central to YouthBuild USA's focus to serve as a larger innovation engine for the YouthBuild network. It leveraged expertise and insight from experienced programs to share widely about what it takes for a YouthBuild program to design and implement diverse and viable green pathways and initiatives that enable youth participants to build the skillsets and mindsets for today's green economy—and its future iterations.

Report Usage

This document provides a summary of the field-informed insights and high-level observations made through the Green Jobs Pathways Discovery Project.

In addition to this summary, you will find **YouthBuild Program Green Initiative Spotlights** detailing the green initiatives and pathways of each of the five programs that participated in the discovery project.

YouthBuild USA's project team has also created the **Green Pathway Planning and Continuous Quality Improvement (CQI) Assessment** found in the **Appendix**. This tool is designed to help all YouthBuild programs, regardless of experience, evaluate and identify what resources, capacity, and enhancements are necessary to design, implement, and sustain their respective green initiatives and pathways.

YouthBuild programs currently engaged in green initiatives, or interested in designing a green initiative or pathway, can reference this summary, the program spotlights, and the assessment tool to:

- Learn about the green initiatives, strategies, and essential components that experienced YouthBuild programs have implemented
- Evaluate, identify, and prioritize the resources, capacity, and essential capabilities that are necessary to design, implement, and enhance their program's green initiative

Data Collection Method

The Green Jobs Pathways Discovery Project has expanded upon YouthBuild USA's prior expertise, experience, and capacity in supporting YouthBuild programs to design, implement, and scale green initiatives and pathways.

Programs were selected to participate in this discovery project based on the following criteria:

- **YouthBuild USA Green Initiative Experience:** Each program's active participation in YouthBuild USA's prior Green Initiative
- **Diversity:** The diversity each program represents in terms of their respective geographies, green initiatives/pathways, and composition as a YouthBuild program
- **YouthBuild USA Affiliated Network Status:** Each program's good standing as a YouthBuild USA Full Affiliate

YouthBuild Program	Key Green Initiative
American YouthWorks' YouthBuild	Tiny Homes
Mile High Youth Corps YouthBuild	Energy, Water and Land Conservation
YouthBuild HOPE	Green Infrastructure and Horticulture
YouthBuild Philadelphia Charter School	PV Installation
YouthBuild Worcester	Green Building

Methodology

The YouthBuild USA Green Jobs Pathways Discovery Project took a two-phase approach to collecting, synthesizing, and sharing participating programs' insights, best practices, and methodologies.

In the first phase, YouthBuild USA scheduled a series of convenings, with the goal for programs to share their insights while reflecting on the following questions:



“What would you say to a new YouthBuild program that is considering developing and implementing a green initiative or pathway?”

“What would you recommend that a new program must have in place (capacities) to succeed in starting a green initiative or pathway?”

During Phase 1, YouthBuild USA facilitated five convenings over eight months, in which programs were asked to present data, insights and reflections around five main themes: **Community Needs, Capacity, Partnerships, Training/Certifications**, and **Impact**. In alignment with these five themes, YouthBuild USA captured the critical components, current practices, capacities, and methodologies used by each program to implement their distinct green sector strategy and corresponding initiatives and pathways.

A brief explanation of the five convenings and corresponding topics are as follows:

Convening	Topic & Purpose
Convening 1	Community/Partner Needs & Demands Gathered insights and promising practices to assess what urgent/priority needs exist in communities to inform green pathway/initiative design/implementation
Convening 2	Capacity Gathered insights for evaluating what resources, expertise and skillsets are integral to design and implement green initiatives/pathways
Convening 3	Strategic Partnerships Gathered insights pertaining to the strategic partnerships, alliances, and collaborations required to advance programs' green initiatives/pathways
Convening 4	Training/Curricula & Credentials/Certifications Illuminated the high-value green training curricula, credentials, and certifications that programs are delivering
Convening 5	Outcomes & Impact Illuminated the key performance indicators programs are using to signal success, highlighting the specific impacts of programs' green initiatives/pathways

In the second phase, YouthBuild USA harnessed insights and findings from Phase 1 to inform, develop, and package collateral resources and tools that all YouthBuild programs can leverage to design their own green strategy and initiative.

High-Level Project Observations

The following are high-level insights and observations from this discovery project.

■ Aligning Green Initiatives to Community Needs

To inform the need for their respective green initiatives, participating programs in this discovery project assessed and evaluated demands and gaps in their communities in myriad ways. Some programs worked with local government and strategic partners to identify needs while other programs integrated into formal community evaluation and asset mapping activities to identify community challenges and needs. One clear observation that emerged is that programs could benefit from technical assistance to deepen awareness about how to research and leverage local area data and local incentives and policies to guide decision-making and priority-setting when planning and developing their green initiative to ensure that it aligns with the most pressing needs and demands in their community.

■ Capacity

When developing green initiatives and integrating into a community's sector strategy, a YouthBuild program's role may vary depending on the capacity of the program and the nature of the targeted green industries. Program capacity, in the context of this discovery project, was defined as a YouthBuild program's ability to implement and sustain green initiatives and pathways that respond to community needs and contribute to participant outcomes such as training, credential attainment, and placement in green-related occupations and sectors. During this project, programs consistently indicated that they are leveraging existing capacity (staff, expertise, program training space, and funding) to implement their green initiatives. It was evident at the conclusion of this project that YouthBuild programs could benefit from technical assistance to further develop their capacities — strategy, resources, structure, policies, procedures, culture, funding streams — to enhance, scale, and replicate their green work.

■ Strategic Partnerships

Participating programs in this discovery project are coalescing and convening an array of partners including but not limited to industry associations, private technical training providers, workforce investment boards, work experience partners, local government, and entities providing in-kind materials. Participating programs expressed common needs for partners that can provide consistent and adequate funding and resources to drive and sustain their respective green initiatives, and partners that can provide support services such as transportation, housing, mentorship, and counseling to youth participants. YouthBuild USA can play a key role in pursuing and developing strategic national partnerships that are responsive to the needs of programs and align to programs' respective green initiatives.

■ Green Credentials & Training

Participating programs offer diverse readiness and technical skills training within their respective green initiatives. Nevertheless, not all participating programs' green initiatives and pathways result in the attainment of green-related industry-recognized credentials or certification that align to a specific, green-related occupation. It is evident that more resources, technical assistance, and partnerships are necessary to support programs to identify and develop technical and readiness trainings and curricula that align to accessible, in-demand green occupations and to the unique aptitudes of YouthBuild participants. Moreover, there is a need to conduct more research to identify what accessible, entry-level, green credentials are and what indicators and criteria signify certain credentials to be accessible and of high value.

■ Measuring Impact

YouthBuild programs are measuring the impact of their green activities and initiatives in various ways. Throughout the project, it was evident that participating programs are continuing to work toward building strong evaluation and assessment functions that integrate data systems, processes, and culture — elements which are key to YouthBuild programs being effective at monitoring and tracking the success of their green initiative according to their established goals and objectives. It is evident that programs can continue to benefit from technical assistance to build their awareness and proficiency around how and what to measure pertaining to their green initiative's impacts on their immediate community, program, and youth participants. YouthBuild USA can play a central role in supporting programs to develop standard operating procedures to collect, monitor, and analyze data and other key

performance indicators that correspond to their green initiatives. YouthBuild USA can also support programs to create and integrate continuous quality improvement processes, so they are routinely assessing, evaluating, and discussing outcomes, key performance indicators, and other pertinent data related to the effectiveness of their green initiatives and pathways.

Promising Directions for Further Green Work

The YouthBuild USA Green Jobs Pathways Discovery Project has been an instrumental preliminary step in leveraging expertise and insight from experienced YouthBuild programs to share what it takes for a YouthBuild program to design and implement diverse and viable green initiatives that enable youth participants to build the skillsets for today's green economy.

As the program spotlights from this discovery project indicate, there are several successful examples of green initiatives and pathways being implemented by YouthBuild programs across various regions and sectors that are transformative to their youth participants and their respective communities.

As we have highlighted in this report, there are core components and capacities that all programs should aspire to develop and enhance when designing and implementing green initiatives. As observed throughout this project, programs are excelling at leveraging existing capacity (staff, expertise, program training space, and funding) to implement their green initiatives.

While making positive strides, it is evident that YouthBuild programs could benefit from additional technical assistance, self-evaluation, and practice to further develop these core capacities — specifically, to further develop green strategies, onboard staff with expertise, establish aligned strategic partnerships, identify supportive local area incentives and policies, and cultivate diverse funding streams — to enhance, scale, and replicate their green work.

YouthBuild USA sees promising directions and opportunities for further green initiative work with the YouthBuild network by continuing to drive innovation through field-informed approaches. Examples of this work include:

- **Communities of Practice:** Convening communities of practice to support YouthBuild programs to develop and strengthen their capacity to plan, design, and implement green pathways and initiatives that respond to local area and participant needs.
- **Policy Review & Research:** Conducting deep analysis and research pertaining to green-related policies at the national, state, and local level that would illuminate incentives and barriers to inform YouthBuild programs' decision-making around the types of green initiatives to prioritize and resource.
- **Green-Related Credentials & Certifications:** Researching and identifying accessible, high-value green credentials and certifications that align with youth participants' unique aptitudes, backgrounds, and experiences and correspond to industry needs and demands.

Insights from this intentional and ongoing work will be valuable for:

- Further developing and refining YouthBuild USA's environmental justice work and green initiative strategy.
- Pursuing and identifying strategic national partnerships and allies to advance this green work.
- Designing responsive collateral, tools, and resources to deepen YouthBuild programs' awareness and strengthen their collective capacity.

Key stakeholders such as Bank of America are vital to the advancement of this important work. YouthBuild USA will continue to explore resources and strategic alliances essential to supporting YouthBuild programs to implement effective green initiatives that offer youth participants the opportunity to develop the skillsets and mindsets to transform their lives and their communities for the better.

Acknowledgments

YouthBuild Programs

The insights and green initiative practices and strategies offered in this report are grounded in the contributions and perspectives provided by YouthBuild program staff who participated in the discovery project. This work was possible because of their involvement in informing and shaping this summary and co-drafting the program spotlights and Green Pathway Planning & CQI Assessment. YouthBuild USA is grateful for their invaluable leadership and contributions to this project.

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YouthBuild Program Green Initiative Spotlights

The following spotlight profiles encompass the key insights and current practices around the green initiatives of each YouthBuild program selected to participate in YouthBuild USA's Green Jobs Pathways Discovery Project.

Each spotlight is organized in two sections:

Local Context

A summary of each program's green initiative, the origins of their program, and an overview of their community's unique needs.

Key Insights

Learnings and best practices captured during the five convenings, aligning to the following components:

- Community/Partner Needs and Demands
- Capacity
- Strategic Partnerships
- Training/Curricula & Credentials/Certifications
- Outcomes & Impact

Our goal is that these program spotlights deepen the awareness of why and how each YouthBuild program designed and implemented their specific green initiative. We also aim to showcase the diversity and replicable potential of green initiatives being implemented across the YouthBuild network.

American YouthWorks' YouthBuild (Austin, TX)

Insights shared by: David Clauss, Director of Workforce Development

Green Initiative: Tiny Homes

Local Context

American YouthWorks' YouthBuild, located in Austin, Texas, started in 1994 as a U.S. Housing and Urban Development (HUD) YouthBuild program. Originally called Casa Verde Builders, the program emphasized its commitment to provide hands-on construction training while promoting green building practices at a time before LEED standards had been developed. Now known as American YouthWorks' YouthBuild, the program is a comprehensive Construction Plus (C+) U.S. Department of Labor YouthBuild grantee offering Healthcare, Information Technology and Manufacturing pathways in addition to Construction and its Tiny Homes green initiative.

In the 1990s and early 2000s, the program helped to drive green building innovation, introducing and beta-testing green building products and practices that have become industry standards. Since starting in 1994, Casa Verde Builders has constructed 100 affordable, green-built homes for first-time low- and moderate-income homebuyers, generating millions of dollars in family wealth in East Austin, Texas, while training hundreds of young people for careers in the construction industry.

By 2017, skyrocketing land costs and gentrification were severely limiting the opportunities for affordable single-family housing projects. American YouthWorks (AYW) and Mobile Loaves & Fishes (ML&F) first connected at a Bank of America event, where ML&F was honored as the 2018 winner of Bank of America's Neighborhood Builder Award (AYW was a recipient of the award in 2006). There, they learned about the Community First! Village (CF!V) project, building micro-homes for people experiencing chronic homelessness.

Soon thereafter, American YouthWorks began discussing how the program could involve building tiny homes at CF!V as a training activity for YouthBuild participants. What followed was a series of conversations that entailed mutual sharing of each program's respective missions and objectives and exploring how they could complement each other. ML&F's approach to working with neighbors who have nowhere to call home seemed very similar to YouthBuild's approach to working with young people — and both groups found solidarity by emphasizing the importance of a supportive community.

Initially, ML&F wasn't familiar with the YouthBuild AmeriCorps program model, and it wasn't clear how participation would blend with their current funding model, but the advantages were clear: ML&F had land and resources to pay for building materials, and Casa Verde Builders had staff capacity, experience, and the expertise needed to take on additional projects.

The program started completing homes by engaging one-day volunteer groups and building kit homes, and then progressed to building units from start to finish, including partnering with local builders and architects on custom builds. To date, the program has constructed over 40 micro-homes at Community First! Village.

Homelessness continues to be a serious problem in Austin, Texas. In 2022, over 4,600 Austinites were homeless each day, and over 13,000 people accessed homeless services. As a consequence, the City of Austin and Travis County have been investing significant resources in their response to the issue, including millions of dollars in CARES Act and ARPA funding. As a result, ML&F has been able to acquire a significant amount of additional property to continue expanding the village after the completion of Phase II in the summer of 2023. This will include a large parcel in south Austin, not far from the American YouthWorks' YouthBuild campus, which would reduce travel times for our crews. These developments will ensure the continuation of YouthBuild training at ML&F sites for at least the next five years.

COMPONENTS	INSIGHTS
<p>Community/Partner Needs & Demands The urgent/priority community and partner needs and demands that American YouthWorks' YouthBuild identified to inform its green initiative design and implementation.</p>	<p>Homelessness Continues to be a Serious Problem in Central Texas</p> <ul style="list-style-type: none"> In 2022, over 4,600 Austinites were homeless each day and over 13,000 people accessed homeless services during those 12 months. Austin's response to homelessness has gone through many changes in the past few years, beginning with the City Council decriminalizing public camping in 2019. In 2021, the City Council used ARPA & Cares Act funds to expand homeless services. This has resulted in significantly increased resources for local non-profits focused on the issue of homelessness, such as ECHO (Ending Community Homelessness Coalition), TOOF (the Other Ones Foundation) and ML&F (Mobile Loaves & Fishes). <p>Unprecedented Rent Increases in Austin, Texas</p> <ul style="list-style-type: none"> Nationwide, the median rent has gone up significantly since 2021. Austin, Texas, has experienced the largest increase at 86.3% and a median rent of \$2,930. Estimated at least 5,094 people experienced homelessness in Austin or Travis County on a single day in March 2023. That number is up from February 2021, when an estimated 2,258 people were considered unsheltered and 497 were considered homeless but living in a shelter. Austin has 163 unhoused neighbors per capita, with 63% of those individuals being unsheltered, which is about average for a city its size.
<p>Capacity The strategy, resources, expertise, and skillsets American YouthWorks' YouthBuild identified as integral to the design and implementation of its green initiative.</p>	<p>Staff Structure & Capacity</p> <ul style="list-style-type: none"> Tools, Experienced Construction Trainers; Transportation; YouthBuild members. Program capacity to take on new projects due to declining availability of affordable housing projects. <p>Program Structure</p> <ul style="list-style-type: none"> Purposeful training, opportunities to earn credentials, meaningful work-based learning/service activities, supportive services and career readiness activities that directly connect work-based learning with employment and career progression opportunities. <p>Infrastructure</p> <ul style="list-style-type: none"> Training space Fleet <p>Funding/Finance Capacity</p> <ul style="list-style-type: none"> Ability to access, obtain, and manage multiple, complex funding streams. <p>Community Partners & Stakeholders</p> <ul style="list-style-type: none"> Partners that provide participant referrals, funding, training, service and work-based learning sites, service clients, connections to employment

<p>Strategic Partnerships The strategic partnerships, alliances, and collaborations required to implement American YouthWorks' YouthBuild's green initiative.</p>	<p>Current Partners (and Offerings)</p> <ul style="list-style-type: none"> • Mobile Loaves & Fishes, Principle Strategic Partner • Local Builders & Architects • McCoy's Building Supplies • Travis County ARPA funding • YouthBuild USA/YouthBuild AmeriCorps • The Corps Network – Opportunity Youth Service Initiative • Energy Resource Center: industry connections, training, placement opportunities
<p>Training/Curricula & Credentials/Certifications The green training curricula, credentials, and certifications American YouthWorks' YouthBuild offers.</p>	<ul style="list-style-type: none"> • OSHA-10 & 30 • National Center for Construction Education & Research (NCCER) - Core Curriculum • CPR/First Aid
<p>Outcomes & Impact Key performance indicators established by American YouthWorks' YouthBuild to monitor progress and signal success of its green initiative.</p>	<p>Including Micro-homes in YouthBuild Green Building</p> <ul style="list-style-type: none"> • Provides quality training for YouthBuild members • Enables members to experience all phases of construction in a shorter time period • More members experience the satisfaction of project completion • Addresses community needs for Affordable Housing & Homeless Resources • Has a positive impact on local area climate goals <p>Additional Key Performance Indicators & Outcomes</p> <ul style="list-style-type: none"> • Micro-homes completed: 42 • YouthBuild participants (Including FTAC): 255 • Vocational Certifications earned: 198 • GED/HSD: 64 • Placements in employment: 91 • Placements in PSE: 14

Mile High Youth Corps YouthBuild (Denver, CO)

Insights shared by: Amber Palmeri, Associate Director: Program Initiatives

Green Initiative: Energy, Water and Land Conversation

Local Context

Launched in 2006, Mile High Youth Corps (MHYC) YouthBuild's Energy and Water (E&W) Conservation program trains young adults to provide low-income residents in the Denver area with an array of services that lower utility bills while reducing energy and water consumption. Through the E&W program, young adults ages 18 to 24, called Corpsmembers, engage in service and work-based learning experiences and learn about energy and water conservation, customer service, and leadership.

The program addresses a critical need in the Denver-metro area for energy and water conservation measures and education for low-income residents. While it's important that communities begin to make changes to combat climate change, this is not always possible for low-income and historically underserved residents. According to a 2021 Denverite report, nearly 1 in 5 Denver residents live at 80% or below annual medium income (meaning they are considered "low-income") and often are not able to afford energy and water conservation or other measures that improve air quality and decrease heat vulnerability—measures critical to improved health outcomes. MHYC's E&W program partners with residents so they can upgrade their households at no cost and participate in broader community health and climate change mitigation efforts.

MHYC's E&W Corpsmembers receive technical training and certifications in CPR/First Aid, OSHA-10, Building Performance Institute's Building Science Principles, and International Society of Sustainability Professionals' (ISSP) Sustainability Excellence Associate. Key partners in this work include: The City and County of Denver (Climate Action, Sustainability, and Resiliency Office; Office of Nonprofit Engagement), Xcel Energy, Energy Outreach Colorado, Energy Resource Center, Colorado Water Conservation Board, and Aurora Water.

In 2022, Corpsmembers conducted 1,160 home visits leading to almost 20 million gallons of water and 392,000 kWh of energy saved annually. Life cycle air pollution reduction amounted to over 12 million pounds of CO₂, and annual fossil fuel energy offset amounted to 205,890 kWh. Over the last five years, MHYC's E&W program has served 5,800 households saving residents over \$800,000, with annual energy savings of almost 3 million kWh. A total of 92% of Corpsmembers successfully completed the program, 100% indicated that participation in the program had a positive impact on their life, and more than half entered an employment or education placement at the completion of the program. In the future, MHYC plans to strengthen the career readiness component of the program to better prepare Corpsmembers for a quickly growing and evolving sector and to expand employer and education partners.

COMPONENTS	INSIGHTS
<p>Community/Partner Needs & Demands The urgent/priority community and partner needs and demands that Mile High Youth Corps identified to inform its green initiative design and implementation.</p>	<p>Demand for Energy & Water Conservation Services</p> <ul style="list-style-type: none"> In August 2021, Denver was listed as #1 on the list of most air pollution among major cities in the world (Denver Post) Nearly 1 in 5 Denver residents are living at 80% or below the area median income (AMI, Denverite, 2021), and often are not able to afford energy and water conservation or other measures that improve air quality and decrease heat vulnerability—measures critical to improved health outcomes <p>Demand for Green Career Pathways Training</p> <ul style="list-style-type: none"> According to the 2022 Green Jobs Now: Colorado report, the number of green jobs is expected to grow in Colorado by over 10% in the next 5 years (compared to 5% nationally), and is one of the fastest growing industries in the state
<p>Capacity The strategy, resources, expertise, and skillsets Mile High Youth Corps YouthBuild identified as integral to the design and implementation of its green initiative.</p>	<p>Staff Structure & Capacity</p> <ul style="list-style-type: none"> Positions staffed with outreach and recruitment experience, technical/industry-related expertise, education & training experience, capacity to provide career exploration and readiness activities, supportive services <p>Program Structure</p> <ul style="list-style-type: none"> Purposeful training, opportunities to earn credentials, meaningful work-based learning/service activities, supportive services and career readiness activities that directly connect work-based learning with employment opportunities <p>Infrastructure</p> <ul style="list-style-type: none"> Training space Fleet <p>Funding/Finance Capacity</p> <ul style="list-style-type: none"> Ability to access, obtain, and manage multiple, complex funding streams. <p>Community Partners & Stakeholders</p> <ul style="list-style-type: none"> Partners that provide participant referrals, funding, training, service and work-based learning sites, service clients, connections to employment
<p>Strategic Partnerships The strategic partnerships, alliances, and collaborations required to advance Mile High Youth Corps' green initiative.</p>	<p>Current Partners (and Offerings)</p> <ul style="list-style-type: none"> Colorado Water Conservation Board: fee-for-service contracts City of Denver (Office of Nonprofit Engagement; Office of Climate Action, Sustainability & Resiliency): funding, training, professional development, career readiness training, workforce development City of Aurora/Aurora Water: work-based learning, fee-for-service contracts City of Westminster Water Department: work-based learning, fee-for-service contracts City of Lakewood: work-based learning, fee-for-service contracts Energy Outreach Colorado: connections to new partners, rebates, multi-family projects Energy Resource Center: industry connections, training, placement opportunities

<p>Training/Curricula & Credentials/Certifications The green training curricula, credentials, and certifications Mile High Youth Corps offers.</p>	<ul style="list-style-type: none"> • CPR/First Aid • OSHA-10 <ul style="list-style-type: none"> • Building Performance Institute's (BPI) • Building Science Principles Certificate • International Society of Sustainability Professionals (ISSP) <ul style="list-style-type: none"> • Sustainability Excellence Associate Certificate
<p>Outcomes & Impact Key performance indicators established by Mile High Youth Corps to monitor progress and signal success of its green initiative.</p>	<ul style="list-style-type: none"> • Young adults prepared to enter green industries • Annual (and lifetime) gallons of water conserved + monetary savings • Energy consumption savings + monetary savings • Air pollution reduction • Water conservation • Client satisfaction

YouthBuild HOPE (Bronx, NY)

Insights shared by: Kendra Jones, Director of Bronx Programs

Green Initiative: Green Infrastructure & Horticulture

Local Context

Founded in 1984, HOPE is rooted in a mission to empower New Yorkers to build a sustainable future through comprehensive training, jobs, advancement, and lifelong career support. The organization has accomplished significant milestones of growth that have allowed for a larger impact within the communities it serves. In 2015, HOPE welcomed Sustainable South Bronx to its program initiatives, furthering a standing commitment to prepare the community for the emerging green economy. In 2017, HOPE was awarded the opportunity to continue in these efforts, establishing a social enterprise and an expansion of green sector training programs. Through participation in Hunts Point Forward Plan, HOPE received support from local officials to implement a YouthBuild program at its Bronx location.

HOPE has served the Hunts Point area since its expansion to the Bronx. Hearing from community members and partners, HOPE understood the concerns surrounding the scarcity of money circulating in the local economy, the need for better access to jobs, and environmental issues severely impacting this community.

To address these concerns, HOPE is implementing a green sector strategy that both empowers this community to learn about environmental issues and develops solutions that can be implemented to help mitigate environmental impacts, while also equipping participants with the skillsets and mindsets needed to join the emerging green job force.

HOPE has aligned with many New York City community partners to offer hands-on training opportunities and leverage their thought-partnership to advance this green work. Neighbors such as The POINT, Bronx River Alliance, and New York Restoration Project, among many others, have rallied in support of HOPE's green sector training and programs. HOPE intends to continue providing programming and resources to prepare participants for the green sector, utilizing YouthBuild's Construction and Construction Plus components and framework to guide its horticulture and other green sector training and pathways.

COMPONENTS	INSIGHTS
<p>Community/Partner Needs & Demands The urgent/priority community and partner needs and demands that YouthBuild HOPE identified to inform their green initiative design and implementation.</p>	<ul style="list-style-type: none"> • Unemployment in Hunts Point is among the highest rates in the city • A third of residents (33%) lack a high school degree or GED • 15% of the Hunts Point youth ages 16 –19 today are neither employed nor in school—double the rate of kids in that age group, city- or borough-wide. • Almost half of residents in Hunts Point, including two thirds of children, live in poverty • Hunts Point is vulnerable to climate change and extreme weather: <ul style="list-style-type: none"> • Power outages • Extreme heat • Extreme rainfall • Storm surge
<p>Capacity The strategy, resources, expertise, and skillsets YouthBuild HOPE identified as integral to the design and implementation of its green initiative.</p>	<p>Strategy</p> <ul style="list-style-type: none"> • YouthBuild HOPE developed an intentional green strategy accounting for cohort needs and seasonality. • The program's green strategy was informed by employer needs, aligning the program design and timelines with employer hiring timelines and seasonality. • The program's green strategy was intentionally developed to be youth-centered and based on DEIA principles, focusing on a pathway and certifications that youth participants would be more likely to engage with and complete. <p>Staff Structure and Capacity</p> <ul style="list-style-type: none"> • Positions staffed with green industry-related expertise, education and training experience, and relationships with green industry partners • The program ensured coverage for all YouthBuild program elements such as mentorship, case management, green job training, soft skills training, leadership development, and outreach <p>Young Adult (Program Participant) Focus Groups</p> <ul style="list-style-type: none"> • The program hosted focus groups to: <ul style="list-style-type: none"> • Determine youth interest in green sector jobs and initiatives. • Gain insight about what youth know about the green sector. • Inform the program's decisions and priorities around the types of training that needed to be offered to youth to create interest. • Assess youth capacity to participate in a program that offers High School Equivalency, readiness skills, and green job training, concurrently. <p>Space and Logistics Evaluation</p> <ul style="list-style-type: none"> • The program evaluated its facility to determine its capacity to train youth participants virtually and in person and ensured that it had resources (i.e., Chromebooks and internet access) to facilitate virtual training, when necessary. • Resources were evaluated and established such childcare, transportation, and meals to maximize access to the facility. • Training supplies for horticulture and other green initiatives were evaluated and established to facilitate the training and the hands-on activities.

<p>Strategic Partnerships The strategic partnerships, alliances, and collaborations required to advance YouthBuild HOPE's green initiative.</p>	<p>The following strategic partners function as worksite partners, employer partners, as well as educational and thought partnerships for YouthBuild HOPE:</p> <ul style="list-style-type: none"> • Bronx River Alliance: worksite partner • New York Restoration Project: worksite partner, employment partner • The POINT: worksite partner, thought partner • Citizens Pruner: technical training partner, worksite partner • Bronx River Art Center: worksite partner • Trust for Governor's Island: worksite partner, employment partner, education, and training partner • Earth Matter: worksite partner, education and training partner • Gowanus Canal Conservancy: thought partner
<p>Training/Curricula & Credentials/Certifications The green training curricula, credentials, and certifications YouthBuild HOPE offers.</p>	<p>Credentials Earned Through Program</p> <ul style="list-style-type: none"> • OSHA 30 • Site Safety Training • 8-Hour Fall Prevention • 2-Hour Drug & Alcohol • Flaggers • Scaffolding • CPR • Horticulture-specific: <ul style="list-style-type: none"> • Integrated Pest Management • HBI PACT • Tree Stewardship and Pruning
<p>Outcomes & Impact Key performance indicators established by YouthBuild HOPE to monitor progress and signal success of its green initiative.</p>	<ul style="list-style-type: none"> • Environmental Literacy: Developed training curriculum in environmental literacy to educate youth participants about the environmental justice issues impacting their local communities. • Green Initiative and Horticulture Training: Implemented a horticulture skills training program, as well as other green initiative hands-on trainings and work experiences with partners, to equip youth participants with the education and skills to transition to industry-aligned jobs and gain exposure to green sector career pathways and employers.

YouthBuild Philadelphia Charter School (Philadelphia, PA)

Insights shared by: George Jenkins, Construction Manager

Green Initiative: Photovoltaic/Solar Panel Installation

Local Context

Since 1992, YouthBuild Philadelphia Charter School (YouthBuild Philly) has been empowering young adults (17- to 20-year-olds) to develop skills and connect to opportunities by fostering an environment of love, support, and respect for their whole person. As one of Pennsylvania's first charter schools, YouthBuild Philadelphia Charter School's one-of-a-kind program combines an accelerated academic program with vocational training and service learning. Youth participants graduate high school and successfully transition to college and career as critically conscious leaders, committed to positive change for themselves and their communities.

YouthBuild Philly's robust GreenBuild vocational program allows its youth participants to meaningfully experience the full gut rehabilitation of abandoned and dilapidated properties into market-ready, energy-efficient homes for low-income home-buying families. YouthBuild Philly uses sustainable and energy efficient products in its rehabs. This not only has an environmental impact, but also benefits the residents by substantially lowering utility costs.

YouthBuild Philly participants thrive by rebuilding their communities while learning the value of S.T.E.A.M. education (science, technology, engineering, the arts, and math), equipping them with hands-on experience and construction knowledge to educate their neighbors, families, and community. Upon completion of the program, participants have earned various certifications, including OSHA 10 and NCCER, to help prepare them for a career in the building trades. To date, YouthBuild Philly participants have completed a total of 89 full-gut rehabilitations, including five LEED Gold-certified housing units, and two LEED Platinum-certified projects.

YouthBuild Philly's GreenBuild program also teaches youth participants the importance of recycling old materials to make new building products as well as methods of conserving water and reducing waste. For example, YouthBuild Philly GreenBuild participants learn how to utilize drought-tolerant plants to beautify a landscape instead of planting grass that would require a substantial amount of energy and water to maintain.

Additionally, through partnerships with organizations such as the North Philly Peace Park and the Life Do Grow Farm, Greenbuild participants have been able to expand their training in the renewable energy space. In 2020, GreenBuild participants had the opportunity to install solar panels at the Life Do Grow Farm after they expressed the need to provide electricity for their classrooms and events. Today, YouthBuild Philly now uses the farm as a training ground for its GreenBuild participants and to educate the community on the benefits of photovoltaic technologies.

The partnership with Life Do Grow Farm has also allowed YouthBuild Philly GreenBuild participants to address and challenge a myriad of systemic issues contributing to the lack of community resources. In 2022, YouthBuild Philly GreenBuild participants constructed cucumber trellises and garden boxes at the farm which allowed them to harvest and plant bigger crops to give to families experiencing food insecurity, while also learning about the benefits of community and home farming.

Looking ahead, YouthBuild Philly is excited for GreenBuild participants to take everything they've learned and apply it to their new school building, scheduled to be completed by July 2024. GreenBuild participants will have a unique opportunity to participate in the construction of their very own school building, integrating green building practices along the way.

COMPONENTS	INSIGHTS
<p>Community/Partner Needs & Demands The urgent/priority community and partner needs and demands that YouthBuild Philadelphia Charter School identified to inform its green initiative design and implementation.</p>	<ul style="list-style-type: none"> • Lack of equitable resources such as fresh fruits and vegetables • Need to reduce greenhouse gas emissions and mitigate climate change in Philadelphia • Local demand to improve air quality and reduce water use from energy production. • Positive financial benefits, particularly for low-income families and underserved communities in Philadelphia—solar energy is free and readily abundant.
<p>Capacity The strategy, resources, expertise, and skillsets YouthBuild Philadelphia Charter School identified as integral to the design and implementation of its green initiative.</p>	<p>Strategy The goal is to inspire and educate young people through science and S.T.E.A.M. education and lean into the importance of renewable energy.</p> <p>YouthBuild Philly starts their program by introducing youth participants to the earth’s current ecosystem and science. This connects their mindsets to their environment in a way that prompts participants to care about their communities.</p> <p>Capacity</p> <ul style="list-style-type: none"> • YouthBuild Philly has developed an asset map to pinpoint viable institutions/organizations that want to partner to co-design and advance the program’s various green initiatives. <p>Staff Structure</p> <ul style="list-style-type: none"> • Positions are staffed with industry-related expertise and training experience, specifically in solar/photovoltaic installation and other expertise pertinent to the program’s green initiatives and green construction projects. <p>Sustainability Training</p> <ul style="list-style-type: none"> • Through presentations facilitated by YouthBuild Philly’s GreenBuild students at weekly community meetings, program staff learn about the importance of sustainability and the role it plays in their immediate community and planet. • Student-led sustainability training has accomplished multiple positive impacts. <ul style="list-style-type: none"> • Participants have been put in positions of leadership, a core element of the YouthBuild model, giving them the opportunity to lead and facilitate discussions around green-related subject matter that directly affects their communities. • Second, it has enabled staff to reflect and focus on environmental and other systemic injustices through the lens of a young person in the greater Philadelphia area where they work, and participants reside. This awareness and perspective have been important for staff to develop as they seek to build buy-in from local community stakeholders. • Youth participants are conducting research and developing plans for the program’s new carbon neutral school building which includes input from program staff.

	<p>Culture</p> <ul style="list-style-type: none"> • YouthBuild Philly's green initiative is embedded in the DNA of the program's culture. • Through events like their school-wide Earth Day event, program staff stay connected, current, and aligned to the program's green initiative and green building goals and objectives. <p>Funding & Funding Experience</p> <ul style="list-style-type: none"> • Green Family Foundation, BlueSky Power, U.S. Department of Labor, Division of Housing and Community Development (DHCH), and Philadelphia Works are key strategic partners that provide an array of benefits and resources from funding to work experience, worksite projects, training space and materials, and thought partnership. • YouthBuild Philly invites all funders to their worksites, classroom, and community service events to nurture these important relationships and strategically integrate them into the program.
<p>Strategic Partnerships</p> <p>The strategic partnerships, alliances, and collaborations required to advance YouthBuild Philadelphia Charter School's green initiative.</p>	<p>Key Strategic Partners & Alliances</p> <ul style="list-style-type: none"> • The program hosts prospective partner site visits and tours to engage new partners and afford youth participants exposure to green sectors and pathways and the opportunity to learn about importance of green sustainable energy. • U.S. Green Building Council (USGBC) • Philadelphia Energy Authority (PEA) • Energy Coordinating Agency (ECA) • PowerCorps PHL • Soular Tech: Visits the program's worksites to build rapport with students. Thereafter, students shadow Soular Tech employees at their install projects and then Soular Tech visits the program classroom to teach students about specific components of solar. Soular Tech then provides internship opportunities for students. • Students get to work under certified green build instructors with 25+ years' experience. • Additional Partners: Green Foundation, BlueSky Power, Life Do Grow Farm, Savage Construction, Saint-Gobain, North Philly Peace Park.
<p>Training/Curricula & Credentials/Certifications</p> <p>The green training curricula, credentials, and certifications YouthBuild Philadelphia Charter School offers.</p>	<p>Training/Credentials</p> <ul style="list-style-type: none"> • Upon program completion, youth participants can design, layout and install racking systems and some solar arrays. • Youth participants receive training in the following: <ul style="list-style-type: none"> • Solar Panel and photovoltaic installation. • Solar Advocacy: how to be a Solar Advocate to articulate what they've learned about solar to the community. • Solar Design: CAD systems exposure and shadowing architects • All youth participants receive OSHA 10 training and the NCCER CORE curriculum certification upon program completion. • Youth participants complete the Leadership Environmental Energy Design (LEED) certification program. • Additional training includes safety protocols while using materials and power tools.

Outcomes & Impact

Key performance indicators established by YouthBuild Philadelphia Charter School to monitor progress and signal success of its green initiatives.

Key Performance Indicators

- The program measures youth participants' success by how long the participant maintains internships with partner organizations.
- The program conducts exit interviews at the end of each school year to gauge the participant's internship experience.
- Youth participants are assessed on how well they can articulate what they learned in the classroom at public speaking engagements.
- Upon program completion, youth participants earn various certifications, including OSHA 10 and NCCER, to prepare them for a career in the building trades and green/solar sector.

Recent Outcomes

- 300 YouthBuild Philly GreenBuild graduates.
- 50 direct green building jobs secured for youth participants.
- 15 summer internships a year.
- Over 1,800 hours of green construction training.
- Data Systems and processes to drive continuous quality improvement.
- Tracking Outcomes: Report Cards and conferences, progress reports, attendance, grades, certification test.
- Tracking systems: Information is tracked in the program's dashboard system in DYB (YouthBuild USA's data system).
- Registered students to attend 10 annual Green Build events to further their knowledge of the industry and connect them to industry professionals.

Insights shared by: Doug Daigle, Program Director; Maryann Johnson, Director, Development

Green Initiative: Green Building

Local Context

Established in 1975, Training Resources of America, Inc. (TRA) was established with the mission to provide educationally and economically disadvantaged youth and adults with pathways to self-sufficiency. With a long history in the Worcester, Massachusetts, community, TRA has extensive experience in serving at-risk, multi-racial/culturally disadvantaged youth ages 16 to 24, helping them find and utilize the tools that enable them to become productive adults. TRA has operated YouthBuild Worcester since 1999, enhancing and developing housing for the city of Worcester. Annually, the program serves between 12 to 20 opportunity youth in the community, exposing them to the construction industry with specific experience in energy-efficient building.

YouthBuild Worcester offers a Construction/Building Trades pathway, where participants receive on-the-job, hands-on construction skills training through a variety of new construction and rehabilitation projects designed to improve or provide quality, affordable housing for low-income residents of the Greater Worcester, Massachusetts area. Participants receive Home Building Institute (HBI) Pre-Apprenticeship Certification Training (PACT) and OSHA certification training. Participants also receive High School Equivalency Test (HiSET/GED) preparation; leadership skills development, including participation in community service projects; and counseling and supportive services such as life skills coaching, financial literacy, job readiness training, and assistance with job placement and/or transition to advanced training or higher education opportunities.

Students learn about Green Building practices during YouthBuild Worcester's classroom component and then during hands-on, ground-up construction of LEED-certified affordable homes, creating opportunities for youth participants to develop a comprehensive understanding of green building knowledge and practices. The curriculum introduces youth participants to sustainable building materials, solar panel installation, waste recycling, weatherization, and the use of Energy Star appliances. YouthBuild Worcester participants are introduced to the building planning process to understand methods used to plan for a LEED-certified home and learn about the cost-saving benefits of owning an energy-efficient home.

YouthBuild Worcester's most recent green construction projects have been accomplished in close partnership with WCG, a long-standing partner and community development corporation. These projects and this partnership have enabled YouthBuild Worcester's youth participants to build LEED-certified homes in an investment area to increase homeownership rates and stabilize the neighborhood. In 2024, YouthBuild Worcester plans to construct additional LEED-certified homes expanding first-time homebuyer opportunities for the community while enabling youth participants to build construction and leadership skills to build a sustainable community for all.

COMPONENTS	INSIGHTS
<p>Community/Partner Needs & Demands</p> <p>The urgent/priority community and partner needs and demands that YouthBuild Worcester identified to inform its green initiative design and implementation.</p>	<p>Affordable Housing Needs in Worcester, MA</p> <ul style="list-style-type: none"> Worcester has a significant renter's market with 58% of residents being renters. These renters are housing cost-burdened, spending 47% of their income on housing (no more than 30% is the national standard). Only 42% of residents own their homes, compared to the national average of 60%. This high renter's rate and low homeownership rate in Worcester, MA, is alarming because not only is homeownership linked to financial stability for a family, it also contributes to economic growth and job creation in the community. The need for affordable homes is critical. Since 2011, the cost of buying a home has increased by 117% and only 13% of Worcester's housing stock is affordable for low- to moderate-income households, compared to 20% in Boston, MA. <p>Need for Increased Green Building in Worcester, MA</p> <ul style="list-style-type: none"> Green Building reduces energy costs in a home by 30%, decreasing costs and making homeownership a reality for more home buyers. The cost of energy in Worcester, MA, is significantly higher than the rest of the U.S. Worcester currently has a residential electricity rate of 26.89 cents for every KWh and the nationwide average is 14.84 cents per KWh. <p>Demand for Green Building & Construction</p> <ul style="list-style-type: none"> A review of employment data revealed a demand for an increase in construction training, especially aligned to green building occupations in greater Worcester, MA. Construction is one of the top growing industries according to the MassHire Worcester County Blueprint. The high poverty rate in Worcester, MA, amplified the need for green affordable housing —19.3% compared to 10.4% for Massachusetts. Gaps in green building and construction were identified. Global warming has created extreme hot and cold in Central Massachusetts, creating increased costs for both cooling and heating. <p>Demand from Long-Standing Partners</p> <ul style="list-style-type: none"> After many years of effective collaboration, YouthBuild Worcester's long-standing construction-focused partnerships are committed to green building within the City of Worcester. <p>Community Assets & Benefits</p> <ul style="list-style-type: none"> YouthBuild Worcester's partners are interested in green building and creating a stronger green workforce and are consistently donating time, funding, and knowledge in the form of construction materials, human capital, and training primarily through community-based green construction projects.
<p>Capacity</p> <p>The strategy, resources, expertise, and skillsets YouthBuild Worcester identified as integral to the design and implementation of its green initiative.</p>	<ul style="list-style-type: none"> YouthBuild Worcester has had a 45-year relationship with Saint-Gobain that provides local product donations, training, and funding that supports the program's green building projects while also providing education and architectural guidelines needed to do green building in the community. Participating in LEED construction projects has increased YouthBuild Worcester's visibility, profile, and opportunities for grant funding and community support. YouthBuild Worcester has the internal capacity to work with partners to amplify its green building projects in the community and create a stronger community focus on the importance and effects of green building.

<p>Training/Curricula & Credentials/Certifications: The green training curricula, credentials, and certifications YouthBuild Worcester offers.</p>	<ul style="list-style-type: none"> • OSHA 10 • HBI PACT
<p>Outcomes & Impact Key performance indicators established by YouthBuild Worcester to monitor progress and signal success of its green initiative.</p>	<ul style="list-style-type: none"> • Each YouthBuild Worcester Student contributed to building 150 square feet (a total of 1,800 square feet) of affordable green housing at the Merrick Street home. • The program's work has shined a spotlight on green building in the community through both small- and large-scale projects. • The program constructed a bio shelter and maintains a community garden; on a larger scale, through the program's affordable green construction housing projects, homeowners have observed new green homes being constructed and thus want make green modifications and conversions, and community partners also have begun to shift to green building after observed the community benefits and outcomes of the program's green construction work. • The program has formed strong partnerships enabling the continuity and sustainability of green construction projects in the community that have resulted in the program continuing to be a positive agent of change alongside vested community partners. • Three LEED-certified homes have been built for low-income first-time homebuyers in the Worcester community, and another is currently being built increasing the portfolio to four. • 62 youth have been trained in green building practices and have become community stewards for environmental change.

Appendix: Green Pathway Planning & Continuous Quality Improvement (CQI) Assessment

The Green Pathway Planning and Continuous Quality Improvement (CQI) Assessment is designed to help your YouthBuild program:

- Determine how well you are planning, designing, implementing, and sustaining your green strategy/pathway/initiative.
- Evaluate and identify where you should prioritize future improvements, enhancements, and resources.
- Annotate and initiate action planning to address areas of your green initiative that need strengthening.

Use the assessment below to evaluate your YouthBuild program's green strategy/pathway/initiative.

Early and ongoing assessment of your YouthBuild program's green pathway/initiative is essential to successful implementation and effective continuous quality improvement. The assessment provides an outline of prompting questions and key considerations for your YouthBuild program to use to evaluate your program's green strategy/pathway/initiative at varying stages of development.

The assessment is organized into a list of prompting questions along the following five key components:

Community/Partner Needs & Demands

The urgent/priority needs and demands your program has identified that exist in your community that inform your green pathway/initiative design and implementation.

Capacity

The strategy, resources, expertise, and skillsets your program has identified as being integral capabilities to design and implement your green initiative/pathway.

Strategic Partnerships

The strategic partnerships, alliances, and collaborations your YouthBuild program has identified and established to design and implement a green pathway that is responsive to the needs of your youth participants, community, and industry partners.

Training/Curricula & Credentials/Certifications

The green training curricula, credentials, and certifications your program is delivering.

Outcomes & Impact

The key performance indicators your program is using to signal the success of your YouthBuild program's green pathway. The systems and processes your program is using to monitor the progress and evaluate areas for continuous quality improvement of your green pathway. The specific impacts of your program's green pathway (type of certification/credential obtained, job placement type, environmental impacts)

Intended User

The assessment is intended for all YouthBuild program staff. It is recommended that multiple staff members take the assessment and leadership facilitates a discussion around the questions.

Community/Partner Needs & Demands

KEY ASSESSMENT QUESTIONS	YES
Has our YouthBuild program clearly identified the needs in our local community/region for a responsive green pathway/initiative? If so, what metrics and data has our program obtained to illustrate this need?	
Has our YouthBuild program identified local/regional policies, incentives, sector strategies that illuminate the need and demand for our green pathway/initiative? If so, what are these local policies, incentives, and strategies?	
Do our YouthBuild program staff have experience working within our local workforce development systems and Workforce Development Boards to identify workforce and labor market trends related to our local green/clean economy and industries?	
Do our YouthBuild program staff have opportunities to participate in networking and engagement events in our community to remain current on local green sector/industry workforce trends?	
Does our YouthBuild program have established processes to compile labor market information, conduct analysis, and work with our green industry partners to validate needs, gaps, and opportunities?	

Notes & Action Planning

NOTES
Use the notes section below to annotate thoughts and findings that correspond to areas that need strengthening.

ACTION PLAN: COMMUNITY/PARTNER NEEDS & DEMANDS				
Use the action planning template provided to begin identifying and prioritizing your program's action steps and resources to address all areas that need attention and strengthening.				
Action Required (Area For Development)	Person/Department Responsible	Date to Begin	Resources Required	Desired Outcome

Resources

Access the following resources and tools to support your YouthBuild program's efforts to assess community/partner needs and demands:

- [Community Asset Mapping Topic in Brief](#)
- [Labor Market Information and Industry Audits Topic in Brief](#)

KEY ASSESSMENT QUESTIONS	YES
Does our YouthBuild program have a strategic plan that articulates its vision and role in convening key stakeholders to implement our green strategy/pathway/initiative?	
Does our YouthBuild program's board include local or regional green/clean industry representatives ?	
Do our YouthBuild program staff possess expertise and insight into our local community's in-demand and growing green/clean industries and sectors?	
Does our YouthBuild program have a staff structure with clearly defined roles to examine green industry workforce trends and have dedicated staff roles (i.e., job developer, green pathway instructor) to engage green/clean sector partners to support and implement our green pathway/initiative?	
Does our YouthBuild program have prior and demonstrated success in designing and implementing green pathways that enable our participants and graduates to attain necessary transferrable and technical skills, industry-recognized credentials, and gainful employment with career advancement opportunities?	
Does our YouthBuild program have diverse and sustainable sources of funding to co-design and implement our green strategy/pathway/initiative with sector partners and funders?	
Does our YouthBuild program have a firm understanding of the landscape of available sources of funding and have experience working with community partners to braid resources to underwrite the costs of implementing our program's green pathway/initiative?	

Notes & Action Planning

NOTES
Use the notes section below to annotate thoughts and findings that correspond to areas that need strengthening.

ACTION PLAN: CAPACITY

Use the action planning template provided to begin identifying and prioritizing your program's action steps and resources to address all areas that need attention and strengthening.

Action Required (Area For Development)	Person/Department Responsible	Date to Begin	Resources Required	Desired Outcome

Resources

Access the following resources and tools to support your YouthBuild program's efforts to develop the aspirational capacities and capabilities that are integral to design, implement, and/or enhance your green initiative/pathway.

- [Organizational Capacity Assessment Topic In Brief](#)

Strategic Partnerships

KEY ASSESSMENT QUESTIONS	YES
Does our YouthBuild program have clearly defined partnerships with private training providers to implement our green pathway?	
Does our YouthBuild program have clearly defined partnerships with workforce investment boards to implement our green pathway?	
Does our YouthBuild program have clearly defined partnerships with labor unions and industry associations to implement our green pathway?	
Does our YouthBuild program have clearly defined partnerships with post-secondary education institutions (community colleges and universities) to implement our green pathway?	
Does our YouthBuild program have clearly defined partnerships with community-based organizations to implement our green pathway?	
Has our YouthBuild program considered how partners will interface with our YouthBuild program staff and youth participants?	
Has our YouthBuild program determined what specific setting and resources our partners will provide? Have we formalized an agreement with our partner(s) that outlines these details via a Memorandum of Agreement (MOA)?	
Do our partners understand what to expect from our YouthBuild program? (This question is a little too open ended, and is probably covered in the above question)	
Will our partner(s) provide training to our youth participants towards the specified industry-recognized credential?	
Will our partner(s) provide placement opportunities to our youth participants?	

Notes & Action Planning

NOTES
<p>Use the notes section below to annotate thoughts and findings that correspond to areas that need strengthening.</p>

Notes & Action Planning

ACTION PLAN: STRATEGIC PARTNERSHIPS

Use the action planning template provided to begin identifying and prioritizing your program's action steps to address all areas that need attention and strengthening related to strategic partnership and alliances that are required to implement or enhance your green initiative/pathway.

Action Required (Area For Development)	Person/Department Responsible	Date to Begin	Resources Required	Desired Outcome

Resources

Access the following resources and tools to support your YouthBuild program's efforts activities to assess, identify, establish, and sustain the key strategic partnerships and alliances that are essential to the success and sustainability of your program's respective green initiative/pathway.

- [Industry Partner Assessment Topic In Brief](#)

Training/Curricula & Credentials/Certifications

KEY ASSESSMENT QUESTIONS	YES
Has our YouthBuild program conducted labor market analysis to assess what green industries are in-demand in our local area? Is there growth potential? Are there on-ramps to our specified green career pathway?	
Has our YouthBuild program identified an industry-recognized credential(s) ? If yes, what is it?	
Is the credential recognized by employers and taken into consideration in hiring, promotion, and compensation decisions?	
Is the credential stackable ?	
Is the credential portable ?	
Has our YouthBuild program identified who will provide the credential ? If yes, who?	
Is our YouthBuild program familiar with the requirements of the credential?	
Does the credential exclude specific populations – either from attaining the degree or being gainfully employed in the affiliated industry?	
Has our YouthBuild program assessed whether the industry/credential is a good fit and reasonably attainable for our youth participants?	
Do our YouthBuild program staff have experience co-designing with industry and education partners curricula and career pathways that respond to green industry competencies and talent needs, goals, and objectives?	

Notes & Action Planning

NOTES
<p>Use the notes section below to annotate thoughts and findings that correspond to areas that need strengthening.</p>

ACTION PLAN: TRAINING/CURRICULA & CREDENTIALS/CERTIFICATIONS

Use the action planning template provided to begin identifying and prioritizing your program's action steps to address all areas that need attention to bolster your program's green initiative training curricula and related industry-recognized credentials and certifications.

Action Required (Area For Development)	Person/Department Responsible	Date to Begin	Resources Required	Desired Outcome

Resources

Access the following resources and tools to support your YouthBuild program's efforts to identify, strengthen, and/or enhance the training, curricula, and industry-recognized certifications and credentials your program's green initiative/pathway offers.

- [What are Green Careers? | Green Careers | CareerOneStop](#)
- [Competency Models and Mapping Topic in Brief](#)
- [Home Page | Competency Model Clearinghouse \(careeronestop.org\)](#)
- [O*NET OnLine \(onetonline.org\)](#)
- [Participant Career Readiness Assessment Topic in Brief](#)

Outcomes & Impact

KEY ASSESSMENT QUESTIONS	YES
Does our YouthBuild program have intentional and specific organizational evaluation and assessment functions that integrate culture, systems, and processes to monitor and track success and performance toward achieving our stated green strategy/pathway/initiative goals?	
Does our YouthBuild program have standard operating procedures to collect, monitor, and analyze data and other key performance indicators informed by our green/clean sector partners?	
Does our YouthBuild program senior leadership and board routinely assess, evaluate, and discuss outcomes, key performance indicators and other pertinent data related to our green pathway strategy/pathway/initiative?	
Does our YouthBuild program have clearly articulated policies, strategic plans, and charters that prioritize our green strategy/pathway/initiative goals and objectives?	
Does our YouthBuild program have an organizational marketing and communications function and plan to articulate the positive impact and value-add of our program's green pathway/initiative on our various stakeholders – participants/graduates, industry/employer partners, and community?	

Notes & Action Planning

NOTES
<p data-bbox="131 913 1485 945">Use the notes section below to annotate thoughts and findings that correspond to areas that need strengthening.</p> <div data-bbox="131 945 1485 1230" style="border: 1px solid black; height: 136px;"></div>

ACTION PLAN: OUTCOMES & IMPACT

Use the action planning template provided to begin identifying and prioritizing your program's action steps to address all areas that need attention relative to how your program measures the outcomes and impact of your green initiative/pathway.

Action Required (Area For Development)	Person/Department Responsible	Date to Begin	Resources Required	Desired Outcome

Resources

Access the resources below to support your YouthBuild program's efforts to identify and develop key performance indicators, systems, and mechanisms for measuring and articulating the outcomes, impacts, and data of your program's green initiative/pathway.

- [DOL ETA Sector Strategy Implementation Framework](#)

Questions?

Email the YouthBuild USA Strategic Partnerships Team at partnerships@youthbuild.org.