

**REPLICATING SUCCESS—
THE ALAMEDA CORRIDOR JOB TRAINING &
EMPLOYMENT PROGRAM:
A REPLICATION MANUAL FOR WINNING AND
IMPLEMENTING COMMUNITY-BASED JOBS
PROGRAMS ON PUBLIC CONSTRUCTION
PROJECTS**

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Preface

In 1998 a coalition of community organizing groups and service providers in Los Angeles County won a landmark training and hiring commitment on the Alameda Corridor—the largest public works transportation project in the country. The Alameda Corridor Jobs Coalition (ACJC) secured an agreement from the Alameda Corridor Transportation Authority (ACTA) to train one thousand residents for construction-related jobs and to guarantee that 30 percent of construction work hours performed on the Alameda Corridor project would be performed by local hires from the affected communities.

The organizing efforts ACJC undertook to win the training and employment program were impressive. Even more impressive is the story of how the Coalition then implemented the ambitious program. Along with several essential partners, ACJC succeeded in reaching out to and training more than 1200 low-income residents in both construction-related trades and non-trades—exceeding the goals of the program. The construction project itself was completed on time and on budget.

All over the country, other public works projects are being planned and implemented—pouring millions of dollars into communities with little benefit to residents. In fact, these projects often bring air and noise pollution and traffic congestion with them. ACJC showed that residents *can* benefit from such projects, through the acquisition of occupational skills and placement in family-supporting jobs.

The Coalition wants other communities to learn and benefit from its own experience. The purpose of this guidebook is to describe in detail how ACJC won and implemented a massive job training and employment program for low-income residents—so that low-income neighborhoods elsewhere can achieve similar goals.

1. The Alameda Corridor Jobs Coalition (ACJC) Story—Organizing for Jobs

a. How ACJC was born¹

¹ ACJC's story is drawn in part from CCC's publication, *Getting Good Jobs: An Organizer's Guide to Job Training*, 1999.

In 1997 Mary Ochs of the Center for Community Change L.A. office and Dennis Rockway of the Legal Aid Foundation of Long Beach brought together several community groups, including the Greater Bethany Economic Development Corporation, to learn more about the impending construction of a 21-mile rapid rail corridor directly through several low-income minority communities in Los Angeles County. The Alameda Corridor Working Group, as it dubbed itself, knew that this \$2.4 billion public works project held the potential to create thousands of jobs for low-income residents. Also the group knew that low-income communities had been harmed in the past by highway projects—which typically provided few jobs for residents but eroded their quality of life with traffic, noise and air pollution.

The project was going to be built along existing rail lines, so housing dislocation and loss of housing stock were not issues of concern. Instead, the Working Group became energized by the idea of organizing to win jobs. It spent the summer of 1997 recruiting close to 40 community groups, and launched the broad-based Alameda Corridor Jobs Coalition in September. With help from CCC and Legal Aid, ACJC undertook extensive research that laid the groundwork for its campaign. One key to the group's ultimate victory was that it was ahead of the curve, engaging in research and organizing two years before any funds were actually expended on the project.

b. Research

ACJC's research efforts were critical to the campaign's success, because the Coalition was always one step ahead of politicians and other decision-makers in strategizing about how to create and implement a local hiring plan. Dennis Rockway of the Legal Aid Foundation of Los Angeles² summarized the critical questions ACJC asked and answered:

1. *Prior to ACJC involvement, was there an existing commitment or plan for community job placement on the project?* No.
2. *Was there any legal requirement for targeted jobs?* There were broad federal goals for hiring women and minorities as on all federally-funded construction projects, as well as Disadvantaged Business Enterprise (DBE) requirements, but neither of these would ensure hiring of local residents.
3. *What would be an appropriate model for local hiring that ACJC could use?* ACJC drew in part from the Section 3 regulations that require hiring of local low-income residents on projects funded by the U.S. Department of Housing and Urban Development.
4. *What makes this issue compelling now?* Four hooks ACJC explored were (a) there was a high rate of unemployment in the very communities through which the project would run, (b) recent attacks against race-based affirmative action made 'local' hiring more politically palatable, (c) the 1996 welfare reform law had a strong work-focused component, creating a demand for jobs for low-income

² In 2001 the Legal Aid Foundation of Long Beach became part of the Legal Aid Foundation of Los Angeles

- parents, and (d) the Corridor project raised environmental justice issues, and jobs were a form of compensation. This last argument may have resonated the most.
5. *Who are the key players and decision makers involved in the project?* The most critical player was the Alameda Corridor Transportation Authority (ACTA), a quasi-governmental entity responsible for the construction of the Corridor. Other key players were organized labor—the trades that would be needed to build the project; city, county, state and federal elected officials and their staffs; training organizations; and contractors that might bid on the project.
 6. *Were there any laws that prohibited local hiring?* A federal regulation prohibits local hiring preferences on Federal Highway Administration-funded transportation construction projects. ACJC sought to change this regulation at the federal level, as well as fighting for its demands locally. Ultimately, the regulation was not overturned, but in an environment of overwhelming community pressure and support, a determination was made that the regulation did not apply in these unique circumstances. The mid-corridor section of the project was not funded by the Federal Highway Administration, but by other DOT sources; therefore it was not a highway project.
 7. *What were the particulars of the project?* ACJC gathered information about all the funding sources for this \$2.4 billion project. The Coalition also researched the types of jobs that would be created, the skills required, and the physical demands of those jobs. ACJC also developed an understanding of how the construction industry works, and which unions would be involved.
 8. *Which communities would be affected by the project?* ACJC identified which specific communities the project would go through—these were the neighborhoods that could be mobilized to fight for jobs. ACJC also researched the demographics of those communities, to better make the environmental justice argument and demonstrate that residents needed good paying construction jobs.

c. Organizing

After conducting such extensive and thorough research, ACJC took other steps to prepare for their battle. This included extensive relationship-building within its membership, with elected officials, with unions, and with other allies. The Coalition held numerous community meetings in the Corridor neighborhoods to develop a consensus platform of demands, which was key to being able to speak for and represent the whole area. The Coalition also gathered additional information needed to make its case. Now ACJC was ready to fight for jobs and training on the Corridor project. The Coalition knew what it wanted, and who it needed to pressure to win. Beginning in the fall of 1997, ACJC members attended numerous ACTA meetings, winning the respect of several key ACTA players who were impressed by their information and understanding of the details of the project. ACJC also held several large rallies and press conferences, including one at the Port of Los Angeles, demonstrating the depth of community commitment to this issue. ACJC members' ability to turn out hundreds of residents from along the Corridor repeatedly to these events was critical to the organizing effort.

ACJC also waged its fight on several fronts, eliciting support from allies in many quarters. The Coalition met with key local, state and federal officials. When ACJC learned about the federal prohibition against local hiring, the Coalition joined other community groups around the country convened by CCC (now called the Transportation Equity Network) to lobby federal officials in Washington, DC. This direct contact with U.S. Department of Transportation (DOT) officials and members of Congress put ACJC one step ahead of ACTA and gave the Coalition leverage in its local fight. ACJC worked with State Senator Tom Hayden on a bill in the California legislature that would have governed the use of state funds on the Corridor project. The Senate Transportation Committee, of which Hayden was a member, also held public hearings, thereby raising additional public awareness of the fight for local hiring.

d. The Victory

The mounting grassroots and political pressure from all sides compelled ACTA and DOT to figure out a way to meet ACJC's hiring demands. DOT was unwilling to overturn its regulation against local hiring preferences. However, officials were willing to interpret the regulation to not be applicable to the Mid-Corridor segment. This opened the way for adopting local hiring preferences on that part of the project. The mid-Corridor segment was expected to cost \$750 million, and create more than 3000 jobs. This segment involved the construction of a 10-mile long, 33-foot deep trench that trains would use to transport goods from the ports of Los Angeles and Long Beach to the transcontinental rail network east of downtown L.A. The project also entailed building 29 bridge crossings to carry street traffic over the trench.

On March 12, 1998 ACJC won an unprecedented agreement from ACTA that 30 percent of all construction work hours must go to people hired from low-income communities along the Corridor. ACTA also guaranteed 1,000 job training slots: 650 for pre-apprentices to **graduate and enroll** in union apprenticeship programs; and 350 for non-trades related construction jobs, such as drafting assistants, office support, and site security. In their bids, construction contractors would be required to provide detailed plans for compliance with the hiring and training agreement.

ACJC showed that if you make a lot of noise and shine a spotlight on elected officials, they will have no choice but to support jobs for their own constituents. ACJC took on a big target, but through research, relationship-building, disciplined organizing, mass mobilization, and broad public support, the Coalition achieved victory.

2. The Implementation Phase

ACJC had to move very quickly from organizing to implementation, although the role of organizer remained important throughout the whole project. After some soul-searching among ACJC's members, the Coalition agreed that it wanted to play a central role in the execution of the agreement. There were a lot of concerns and differences of opinion among ACJC's membership about whether to stay on the outside, playing a monitoring function, and whether being involved in implementation would inhibit the

Coalition's ability to critique the project if there were problems. The board and members engaged in a series of discussions, and finally decided to be involved.

Some organizations really wanted to play an active role in the outreach and recruitment of residents. They felt that other groups, particularly government agencies, would not be able to match their own commitment and passion. Members felt that after winning such a hard-fought victory on paper, they needed to make sure it was carried out properly. They didn't want to find out about problems in the quarterly reports and have to scramble to try to fix them. They preferred to carve out distinct roles that would build their own capacity while making them more aware of issues as they would arise on a day to day basis. The only way to do that was to try to win the contract to do it themselves. They realized they were taking a risk, but thought the risk was worth it. There were other members who would have been just as content for ACJC not to be involved in implementation—those groups were free to take a back seat and channel their energy into organizing rather than becoming intake sites.

In order to clearly delineate the organizing and implementation functions, ACJC decided to create a spin-off, ACJC TEC (Training and Employment Corporation), to handle the actual project-related work, so that ACJC could continue to play an organizing role. This separation would ensure that ACJC remained free and clear from any strings and obligations. At first it was difficult for some members to understand these multiple layers. However, everyone agreed in the end that this was the best decision, and that the whole process would be an important learning experience.

First, the Coalition needed to make sure that the bid documents ACTA released accurately conveyed the details of the hiring and training agreement. ACJC then approached a few of the union contractors that were pre-qualified bidders to encourage their companies to work with ACJC, its members and its partners in the implementation of the agreement. During the research phase, ACJC had built a relationship with the Carpenters Union, which ran its own training operation (CETI—Carpenters Educational and Training Institute). CETI was very receptive to working with ACJC and providing training to Corridor residents for the project. CETI introduced the Coalition to Century Housing Corporation, which became a partner and after one year took on the larger role of operating the pre-apprenticeship training program. Women in Non-Traditional Employment Roles (WINTER) was another early ally that was willing to help ACJC with implementation. ACJC's efforts paid off—the chosen bidder, Tutor-Saliba, agreed to subcontract with ACJC TEC and its partners to carry out the outreach, hiring and training requirements. Contracts were signed in November of 1998—barely a year after ACJC came together to fight for jobs.

a. Role of intake sites

ACJC had argued all along that Corridor residents wanted and needed good-paying construction and non-construction jobs on the project. Now ACJC's members had to put up or shut up—and produce at least a thousand people willing and able to participate. Intake sites became the vehicle for this enormous task. While there were

many ACJC member organizations with low-income constituencies along the Corridor, ACJC TEC had to be sure that intake sites had the capacity and geographic reach to effectively recruit large numbers of residents.

ACJC TEC issued an RFP seeking eight community-based organizations to serve as intake sites. In order to have a fair process, ACJC members collectively developed the criteria for intake site selection, including geographic spread. Respondents had to be willing to:

- be a member of ACJC (if not already);
- sign a memorandum of understanding (MOU) with ACJC TEC;
- attend required trainings and meetings; and
- assist with orientations, including hosting at least two orientations per year and attending most others.

In addition, applicants had to demonstrate their ability to:

- reach out to residents along the entire Corridor, including targeted outreach to women;
- handle a large volume of requests for information;
- maintain participant records; and
- make their facility available for orientations.

In order to avoid the thorny situation of ACJC members judging the applications of fellow members, they appointed a committee of ACJC allies that they trusted and who did not create a conflict of interest. The committee consisted of: the Legal Aid Foundation of Long Beach, the Center for Community Change, and WINTER. The committee made recommendations that ACJC members had to ratify.

Each selected intake site signed a Memorandum of Understanding (MOU) with ACJC TEC, and received compensation in the range of \$5,000 to \$10,000 per year for its role. ACJC TEC provided intake site staff with training in: outreach; orientation; intake process; recruitment strategies; information on training programs; descriptions of the construction industry; and information about apprenticeship programs and unions.

In addition to the intake sites, ACJC TEC contracted with four ‘auxiliary sites’. These organizations agreed to widely share information about the Corridor training and employment project as part of their ongoing programs and services, and to host two large outreach and recruitment events each year. They were chosen in part for their ability to reach specific populations. For example, the Watts Century Latino Organization (WCLO) organized Latino workers, and therefore was expected to reach out to that constituency.

b. Outreach

Knowing that once word got out about hundreds of jobs becoming available, it would spread rapidly, ACJC TEC was careful about controlling the flow of information

by intake sites and ACJC members, so as to minimize confusion and avoid the spreading of misinformation about the project. ACJC TEC prepared a variety of brochures, posters and flyers in English and Spanish for the intake sites and other community groups to use, and made banners for each intake site to display as well. ACJC TEC and the intake and auxiliary sites advertised the training and employment program at community meetings, job fairs, public events, and through the local media. In any one quarter, outreach would occur at up to two dozen events in the area. Other outlets included public housing developments and the local offices of city, state and federal elected officials. Advertisements were placed in up to 16 local papers and public service announcements were made on the radio and local television stations.

ACJC TEC prepared standardized forms and an operations manual for all the intake sites to use. Because of the specific residency and other requirements, ACJC TEC needed to make sure that intake sites properly screened, processed and case managed everyone that came through their doors. Intake sites welcomed any interested Corridor resident, regardless of whether that person resided in the organization's cachement area. If a person called or entered an intake site and expressed interest in a Corridor job, the intake site followed a number of steps:

1. Helped the person complete an Interest Form and gave the person a brief orientation to the project. The person would then decide whether to pursue the trades or non-trades training path.
2. Verified that the person lived within the Corridor. The Corridor's geographic breadth was vast: there were 30 zip codes completely within the Corridor; and another 24 zip codes partially within the Corridor. ACJC TEC gave the intake sites very specific instructions about the two documents needed for proof of residency.
3. Gathered other basic information about the job seeker, such as level of educational attainment and ownership of a valid CA driver's license.
4. Interviewed the applicant to make a basic assessment about his or her level of interest in construction, skills, and potential barriers.
5. Sent all this information to ACJC TEC, which generated files on all participants. (Eventually ACJC TEC handed back to the intake sites the duty of creating files and bringing them to the orientations.)

ACJC TEC re-verified that the applicant met these basic criteria, in which case he or she was invited to the next project orientation. These were held monthly, with the location rotated among the intake sites. The applicant got a reminder call about the orientation one week prior from the assigned intake site staff.

All throughout the outreach and orientation process women were encouraged to pursue careers in the construction industry. ACJC TEC was very intentional about wanting to increase the number of women in this non-traditional occupation. Outreach to women was stressed at the intake site trainings, and additional outreach specifically targeted to women was undertaken by women-in-the-trades support groups. According to CCC's Mary Ochs, "Having tradeswomen involved in the outreach, at the orientations,

and represented alongside men on the posters and flyers all contributed to creating a welcoming, inclusive environment and message.”

Overall, ACJC TEC’s outreach strategies proved effective. Ten thousand Corridor residents over the course of three years sought information at intake sites about jobs and training. According to ACJC Executive Director Benetta Johnson, “People were clamoring for work. They had been following our organizing efforts from the beginning.” Because the ACTA agreement only allowed for training and placement of roughly 1000 residents, ACJC quickly decided to pursue other job matching strategies to help place more job seekers. Short-term strategies included referring applicants to the state employment agency and local one-stop career centers, which actually came on-site to do intakes at the orientations. In the longer term, ACJC was chosen to be part of a three-year CCC-sponsored sectoral workforce development initiative. Through this sector project, ACJC is currently working to place residents in training and jobs in the related field of international trade and transportation, a burgeoning sector in the L.A. regional economy.³

c. Orientations

Orientations were impressive half-day events that required a lot of preparation and cooperation among all the participating groups. ACJC TEC required all the intake sites to meet monthly to plan and refine this mammoth process. Even though the orientations were restricted to residents who had pre-registered, the number of residents showing up at orientations was 300 on average, so it was important that the agenda ran smoothly and that activities were conducted in an orderly fashion. Anywhere from 20 to 40 staff and volunteers were needed on site to manage the event. There was always security on hand, to help manage the flow of people. Refreshments were served and staff and volunteers did their utmost to treat residents with courtesy and respect.

- The first step was to re-verify residency and driver’s license or non-driver’s I.D.
- At each orientation, tables were set up so that residents could avail themselves of information about an array of services and opportunities. The state Employment Development Department (EDD), local one-stop career centers, employers looking to hire—both within and outside the construction industry—and all the construction trades had tables at the orientations. There were also tables for services such as child care, driver’s license recovery, and various programs like GED and remedial math offered by the intake sites themselves.
- Residents were then given a group presentation that described:
 - the overall Corridor project,
 - the training and hiring program,
 - the requirements of construction trades work,
 - types of jobs available and working conditions,
 - special issues and programs for women,
 - the trades and non-trades training paths, and
 - the assessment process for each path.

³ For more information on the sectoral initiative, see CCC’s new publication, *Organizing for Jobs: Lessons Learned from CCC’s Sector Organizing Project*.

- After the presentation, attendees were divided into the trades path and the non-trades path, based on their own expressed interest.

The Trades Path:

Residents that chose this path were given a written trades assessment that covered basic math (8th grade level), spatial relations, and mechanical aptitude. They were then given a physical agility test that consisted of carrying a 50 pound box of nails 100 feet (this was eventually phased out because it was already part of the pre-apprenticeship training, and additionally raised liability concerns). Finally, those passing the assessment were interviewed by a panel representing the construction industry, job trainers, and community-based organizations.

Candidates with a combined total score of 70% or higher received a letter indicating they had been selected for enrollment in the pre-apprenticeship construction training program offered by CETI. In the beginning, successful candidates would receive the letter within a week; eventually ACJC TEC started giving out the letters at the end of the orientation. The more quickly people were told they had been accepted, the more likely they were to take the next step and attend training.

Candidates that did not reach the 70% cut-off were never told they had failed; rather, they were given a ‘second chance’ to try to succeed. They were given a study manual to help them prepare to retake the trades assessment, and were offered tutoring, math remediation, GED or other appropriate assistance available at the intake sites or other locations. Often the intake site would follow up and reinvite them to a future orientation to try again. Later in the program, Century Housing Corporation offered testing every Tuesday at its training facility for candidates who wanted to try again.

Non-Trades Path:

Initially candidates for non-trades training were given an assessment and panel interview in order to determine their ‘training readiness.’ Over time ACJC TEC decided to just approve everyone for training who chose this path. Because the non-trades path did not include the same promise of employment at the end of training as the trades path did, it seemed inappropriate to prematurely weed candidates out.

After each orientation ACJC TEC and the intake site staffs met to debrief. Intake sites were expected to leave the orientation knowing who from their site passed the assessment, needed a second chance, or was a no-show. The debriefing sessions were an opportunity to check in on how the process was working, and to make suggestions and improvements. Once intake sites took over the file creation process for each applicant, the debriefs were the place where files were transferred to ACJC TEC. ACJC TEC was very firm about not accepting incomplete files from the sites. The intake sites would keep a set of files for tracking purposes. A copy of files for applicants that had passed the assessment would go to the training provider as well.

INSERT Intake-Assessment-Selection Flow Chart here

d. Training

Pre-apprenticeship Trades Training

The Alameda Corridor was a union project, and there were several trade unions participating on the mid-Corridor segment, including: cement masons, operating engineers, carpenters, laborers, teamsters, electricians, iron workers, pipe trades, and sheet metal workers. The purpose of the pre-apprenticeship training was to give residents the skills and qualifications they needed in order to enter an apprenticeship program in one of the trades. Unless job seekers already had experience in construction, the apprenticeship programs were the vehicle to getting into the union and hired onto the job site. There were some residents who did have experience and were able to be placed into jobs fairly quickly, thereby helping to fill the local hiring requirement of 30 percent of work hours.

When the program was first designed, CETI administered the trades training, which ran for ten weeks. The first three weeks consisted of classroom training conducted by the Los Angeles Unified School District; the final seven weeks CETI provided hands-on construction training. The classroom training included:

- Study of the terminology used in the trade
- Overview of important safety features in construction
- Construction math, fastening systems, and power tool usage
- Daily physical conditioning akin to that encountered on the job
- Guest speakers from different trade labor organizations that reflected the diverse backgrounds of the students

The last seven weeks of training involved hands-on experience at a real job site. Under the close supervision of journey-level instructors, trainees learned how to deal with everything from plot plans and foundations, to structural requirements and finish work.

Beginning in the fourth week of training, each trainee received a stipend equal to minimum wage. The stipends were structured this way so that if someone dropped out after the classroom training, their slot could be filled by a new person. This was important because there were only 650 slots, even though CETI had estimated that 880 enrollments were needed to meet the goal of 650 program graduates. Tutor-Saliba declined to pay for more than the number mandated by ACTA in the hiring and training agreement. At the end of the ten weeks, CETI job developers helped program graduates find placements in apprenticeship training programs for the trade of their choice.

After one year, CETI decided to focus exclusively on its apprenticeship programs, and another training operation, Century Housing Corporation, was able to quickly step in and take over the pre-apprenticeship program. At that point ACJC TEC and Century decided to shorten the training to eight weeks—two weeks of classroom training and six

weeks of hands-on experience. Century took over the job development and placement functions as well. A fast track course was also developed, tailored for candidates that had some experience and did not need the full course of training. In addition, candidates who wanted to become laborers did not need to go through the pre-apprenticeship process, so an arrangement was made whereby Tutor-Saliba, the contractor, agreed to pay the \$500 union membership fee for 31 trainees. These candidates were then eligible to receive training through the Laborer School. While not an apprenticeable craft, the Laborers Union offered an excellent entry point for many unskilled workers into construction.

Non-Trades Training:

Realizing that many people would forego a job that requires demanding physical labor and some math skills, ACJC made sure that the training agreement with ACTA included other types of jobs that would be needed on the Corridor project. ACJC TEC identified the following types of positions that local residents could qualify for with short term training and some prior work experience: project secretary; office support personnel; human resources; certified payroll; drafting assistant; office engineer; engineer aide; EEO compliance and outreach; and security. ACJC TEC and its partners designated a Job Training Officer, based at Century, who served as a liaison among all the involved partners, and who networked with subcontractors on the Corridor project to assess their non-trades hiring needs and identify new positions available.

ACJC TEC contracted with Opportunity Marketing Group (OMG), a small minority-owned business that supplies compliance and administrative support functions to construction projects. OMG specialized in training for non-trade construction jobs, and offered a 20-hour curriculum, in four five-hour segments. The training combined learning about the construction industry with soft skills. After seven months, ACJC TEC decided it could internalize this function, and started conducting the trainings on its own. ACJC TEC had been involved in designing the curriculum, and reached the point where it had the capacity and knowledge to take over this piece.

Because the non-trades training did not offer the many benefits of the trades training (stipend, high likelihood of job placement), ACJC TEC wanted to make the training experience itself richer and more useful for participants. According to the trainer, Tom Pendergast, “The format had been a straight lecture for 20 hours. We added in contextual learning models that focused on problem-solving skills, team-building, and communication. We broadened the scope to prepare participants for career opportunities in other areas, like supply companies and commercial sales.” In the new program, job seekers that successfully completed the training received a certificate of completion and a letter of recommendation that identified every transferable skill set the trainee had mastered. Applicants were referred to Tutor-Saliba and its subcontractors, as well as other construction sites.

ACJC knew it would not be possible to place all 350 graduates into non-trades positions on the Corridor, but ACJC encourages those still seeking work to explore other opportunities, including the international trade and transportation industry through CCC’s

sector organizing project. In fact, 204 alumni of ACJC TEC's non-trades training have been contacted regarding a new ACJC course leading to certification in import/export documentation. Through these alumni and their contacts with friends and family, ACJC now has a waiting list of more than 70 people who want to pursue the IT&T training.

e. Case Management and Supportive Services

Each intake site was responsible for tracking their participants through the entire process. ACJC TEC and Century also did a fair amount of case management as well. This was done in an informal way—staff would make sure to trouble shoot any problems that came up, and generally to try to stay in touch with trainees and offer them encouragement.

ACJC knew that certain types of supportive services would be needed in order for residents to participate, with child care and transportation at the top of the list. The Coalition conducted a membership survey to find out which of its organizations could help with various needed services, such as job readiness, transportation, child care, and participant tracking. For the most part ACJC members that were also intake sites provided these services. For example, Greater Bethany Economic Development Corporation offered tutoring to help applicants prepare for the pre-apprenticeship training, as well as computer classes and GED coaching. Barton Hill Neighborhood Organization offered math tutoring and with some seed money was able to develop a tutoring guide that the other intake sites could use. Watts Century Latino Organization provided car seats for parents. Some of the one-stop centers offered remedial tutoring to help residents pass the trades assessment.

CETI's program included a number of built-in supports. Most of the instructors were women and people of color, and therefore were able to help minority and female trainees adjust to the construction environment. CETI gave eligible participants in the pre-apprenticeship training child care vouchers and transportation allowances. Trainees that demonstrated financial need received a subsidy toward the purchase of work boots. Also, CETI provided each participant with a set of tools to use during training. Upon graduation and placement in a specific trade, CETI gave apprentices a set of tools appropriate to their selected trade. Finally, CETI awarded bonuses of \$60 based on perfect attendance and successful program completion. When Century took over the trainings, it continued to provide all of these supports.

The state Employment Development Department (EDD) was an important partner in the Corridor project. EDD helped people find other career paths if for some reason construction didn't work out. EDD entered job seekers' names and resumes into a databank, called CalJOBS, enabling the agency to link people with employers that had job openings. The one-stop career centers also tried to plug people into other job opportunities and supportive services. The one-stop centers in Compton and Long Beach also served as intake sites, as there were no community organizations in those geographic areas with the capacity to do it.

ACJC explored a number of avenues to expand transportation options for participants in the program. The Coalition launched an organizing campaign to get the Metropolitan Planning Organization (MPO), which decides regional transportation priorities, to use a portion of its funds to enhance and replicate shuttle van programs. ACJC wanted to draw on Access to Jobs, a competitive federal funding stream, for a responsive van service similar to one already in place at the Watts Labor Community Action Committee. ACJC succeeded in getting the MPO to endorse its proposal and to incorporate new priorities into the regional transportation plan. However, it hit a stumbling block with the transit agency itself, which argued that any new program could not be a pilot just in the Corridor, but had to be implemented regionally. While ACJC was not able to create a van service, the Coalition did succeed in helping participants overcome legal and financial barriers to car use.

Driver's License Recovery (this section has been edited down quite a bit)

It is not surprising that in car-dependent Los Angeles County ownership of a driver's license was a necessary prerequisite for work on the Corridor project. Yet many qualified candidates faced barriers that prevented them from obtaining one. Luckily, with Americorps support, Legal Aid was able to develop a license recovery program for ACJC TEC. The Los Angeles and Long Beach Legal Aid programs, along with Compton Community Legal Services, committed a team of six attorneys to provide legal counsel.

Barbara Corkrey, an attorney who was hired for the effort, researched the Department of Motor Vehicles and the different court systems, and produced a manual to guide the attorneys who would be handling recovery. The manual is updated quarterly because rules and procedures are always changing. The manual is easy to read so that clients can follow the step-by-step process to get their license back.

At the monthly intake site orientations, a legal services team member would be present to do outreach for the license recovery clinic, or else someone else would be on hand to distribute flyers. The intake sites also gave out flyers to interested job seekers throughout the month. The three-hour clinics were held once a month, with location rotating among the intake sites. On average 25 people would show up for assistance. They would receive a power point presentation to provide a general overview of the license recovery process. The bulk of the time was reserved for individual counseling by Legal Aid team members. This was the only opportunity for clients to get one-on-one assistance. There was no funding or capacity for the attorneys to hold clients' hands through the whole bureaucratic legal process. However, attorneys were able to give clients the appropriate court documents or other legal paperwork required for their particular situation, and instructed them on how to complete the documents. Clients also received the license reinstatement manual, with detailed step-by-step instructions on how to recover a license depending on the type of offense. The self-help manual also contains procedural and contact information for the 30 courts in the County that handle license violations, as well as a list of insurance companies that provide low-cost non-owner policies.

Legal Aid also developed a pro bono program whereby private attorneys that came to a training on driver's license recovery would receive continuing education credit, which is required by the state bar. In exchange for the training, attorneys had to agree to either attend one clinic, where they would provide one-on-one counseling to clients, or to pay \$100 for the training. This gave the Legal Aid team extra staffing support when needed.

The Legal Aid team found that the most common reason clients had lost their driver's license was for failure to appear in court and/or failure to pay a fine—usually they were summoned to court because they were driving without car insurance. Due to redlining in poor neighborhoods, basic insurance rates run from \$900 in Long Beach up to \$1500 a year in South Central L.A. After failure to appear in court, the most common reasons for licenses being suspended or revoked were DUI and non-payment of child support. Settling DUIs was tricky because often the court had one set of requirements and the Department of Motor Vehicles (DMV) had another, so both had to be met. A non-custodial parent failing to make child support payments for four months would automatically have his license suspended. These clients were in a double bind, because they usually could not afford to pay both the child support and the car insurance. Legal Aid found that it took about 3 months for clients to get their license back. Now there is a family law facilitator in the courts to help parents avoid losing their license due to non-payment of child support.

Legal Aid tracked clients through surveys and telephone calls. Through these two methods they reached about 60 percent of the 694 residents who attended the clinics between 1999 and 2001. Of those who did respond, about 57 percent got their licenses back. This is an impressive outcome, given that clients received only counseling and then had to follow through with the courts and DMV on their own. For those who did not succeed in recovering their licenses, the most common reasons they cited were lack of representation in court and lack of funds to pay fines, fees, or insurance premiums.

Car Loan Program

Car ownership was another common barrier for Corridor residents. Even with a valid driver's license, purchasing a car and the required insurance coverage was prohibitively expensive for many job seekers. In 2001, the Coalition secured a grant from the Durfee Foundation that allowed ACJC to launch a pilot car ownership project.

Due to limited funds, the pilot project was able to make loans available to only a few residents initially. The criteria for applying were:

- Meets definition of low income;
- Participated in an ACJC TEC orientation;
- Has a job offer or currently has a job that requires personal car ownership;
- Is an ACJC member, or is willing to become one;
- Has a valid driver's license;

- Preference given to people who completed the trades or non-trades training and have been offered a job by Tutor-Saliba on the Alameda Corridor.

Outreach was done through the intake sites. Applications were reviewed by a committee consisting of two ACJC members, an ACJC staff person, and a representative from Legal Aid. Applicants were then interviewed individually by one of the committee members.

Selected applicants were given a \$2400 loan, of which \$2000 went toward the car purchase and \$400 toward the first year of insurance. Loan recipients had to agree to complete a class on proper car purchase and car maintenance before securing the loan. ACJC partnered with the Urban League, which offered classes through its auto school. After the first quarter of car ownership, each person had to complete a financial management class as well. The car had to be purchased at a licensed California dealership, so that Watts United Credit Union could be assured that the dealership was legitimate, and ACJC could be assured that the car met minimum safety standards. Loan recipients also had to agree to keep the car for the term of the loan, keep it in safe working condition, and to maintain employment. The loan repayment terms were \$25 per month for two years, or \$600 total. If all other loan conditions were met, the loan was considered paid in full at that time. However, if any of the loan conditions were not met, the recipient would be liable for the full \$2000

So far the program has been a success and ACJC would like to make the loans available to more residents. The program is a unique model that brings together many diverse components. The program takes advantage of a state-run low cost car insurance program. Participants receive a favorable credit report from Watts United Credit Union—an important document that establishes a foundation for participants to access credit again in the future. ACJC is organizing to get the Department of Public Social Services (DPSS) to take over and expand the pilot.

3. Administrative and Financial Structure

a. Creation of ACJC TEC

Deciding to create a separate entity to work on implementation of the training and employment program was easy; the challenge came in setting up the structure so that the lines between ACJC and ACJC TEC were clearly drawn. While ACJC and ACJC TEC shared the same office space, separate accounting systems and files were maintained for each organization. They were each separately incorporated entities, with separate boards—although there was overlap in membership on the two boards. Board meetings were held back to back, with separate, distinct agendas for each. There was some sharing of staff, but having some common staff and board members made sense given that the two organizations needed to work closely together.

ACJC TEC also released an RFP seeking an entity to be responsible for administrative, management, and overall coordination functions. For the first year this role was handled by WINTER, including running the orientations and tracking

participants through the process. Once ACJC TEC and the intake sites had developed their own capacity to manage these operations, and built up their own knowledge of the construction industry, they took over these pieces and brought them in house. When the decision was made for ACJC TEC to internalize the administrative functions that had been handled by WINTER, the ACJC board agreed to let ACJC Executive Director Benetta Johnson also become executive director of ACJC TEC, on a six-month trial basis. After six months, the board agreed to extend the arrangement, which lasted through the end of the Corridor project.

b. The Limited Liability Corporation (LLC)

ACJC TEC, CETI and a third organization, Century Housing Corporation, decided to partner and pursue the contract with Tutor-Saliba together. CETI had many years of experience running training programs, and had collaborated with Century in the past--Century and CETI had been involved in prior hiring efforts on the Century Freeway construction project. Century had the experience needed to handle a lot of the monitoring and paperwork functions. The three entities formed a Limited Liability Corporation (LLC), the Alameda Corridor Training and Employment Partnership. Forming the LLC was a necessary step to shield each of the three partners from financial liability should something happen that would prevent any one of them from fulfilling their contractual obligations. It was also required by Tutor-Saliba.

In their contractual documents with ACTA and Tutor-Saliba, the LLC clearly stated what roles would be played by each of the three partners.

- ACJC TEC's primary role was to conduct outreach, recruitment, and screening of low income Corridor residents for both trades and non-trades jobs, and to provide supportive services, case management, and training. ACJC member WINTER was designated to provide female trades trainees with an orientation to the construction industry.
- CETI's primary role was to provide 650 candidates pre-apprenticeship training for construction trades jobs, help trainees enter apprenticeship programs, and provide career development and placement services for construction jobs.
- Century's primary role was responsibility for overall program administration and monitoring. This included preparing compliance reports, meeting all data reporting requirements, and monitoring ACJC and CETI's outreach, assessment, placement, and retention of trainees.

In addition, the three partners developed a detailed work plan that laid out each organization's duties at a much greater level of specificity.

INSERT Organizational Chart here

c. How the funds flowed

Table of Overall Corridor Funding

\$1.1 billion	Bond proceeds from bonds backed by railroad use fees
\$400 million	Loan from US Dept of Transportation
\$394 million	Grants from Ports of Los Angeles and Long Beach
\$347 million	Administered by L.A. County Metropolitan Authority
\$154 million	Other state and federal sources and interest income

The total Corridor project budget reached \$2.4 billion, and of that amount, the mid-Corridor section contract was awarded for \$712 million. During the bidding process, ACJC TEC, CETI and Century had to each develop a financial plan and then come up with an overall figure that would not be a budget-buster—because they knew the contract would go to the lowest responsible bidder. The overall LLC budget came in at about \$7.5 million over three years. Given that the goal was to train 1000 residents, this averaged out to a per placement cost of \$7,500—which is on par with what many short-term training programs cost. ACJC TEC’s share of that amount was about \$1 million, and included hiring staff, subcontracting to OMG for the non-trades training, and annual payments to the intake and auxiliary sites. CETI had the biggest share of the budget—about \$4 million—because the pre-apprenticeship training included many expenses, for trainers, stipends, tools, and supportive services. The remainder of the CETI budget was transferred to Century when they took over this piece. In addition, Century Housing Corporation budgeted just under \$500,000 for all of the monitoring and compliance functions.

There were many program changes along the way, requiring adjustments to these budget figures. Century took over the pre-apprenticeship training from CETI. ACJC TEC took over the non-trades training from OMG. The annual payments to the intake sites were increased to reflect their greater workload. All major budget changes had to be approved by the ACTA board of directors.

d. Data tracking

The Mid-Corridor contract specifications for the Job Training and Development Program contained quarterly reporting requirements that listed thirty individual data items relating to the training and placement goals. These data requirements centered on documenting:

- the number of “local workers” (i.e. Corridor residents) compared to non-local workers, and the hours worked by each;
- the number of Corridor residents that were union members employed on the project;
- the numbers of Corridor residents that applied for, enrolled in, and completed pre-apprenticeship training, and were subsequently hired on the project;
- the numbers of Corridor residents that applied for, enrolled in, and completed non-trades training, and were subsequently hired on the project;

- whether the contractor was on target with the training goals (650 trades/350 non-trades); and
- whether the contractor was on target with the goal to have 30% of all work hours performed by Corridor residents.

4. Outcomes

a. Data on training and hiring

ACJC TEC and its partners were under enormous pressure to achieve the training goals that ACJC had fought for and won. However, it was Tutor-Saliba that was responsible for meeting the 30 percent local hiring requirements. The contractor knew that ACTA took these goals very seriously. In addition, ACJC enlisted the help of key agencies and allies to oversee Tutor’s progress and to ensure that the hiring goals were being met. ACJC established a monitoring committee early on that consisted of Legal Aid, CCC, and concerned local officials. The committee met periodically to review the data generated by ACTA. Over time, as the data continuously showed that the goals were being met, the committee’s role tapered off. However, the contractor was frequently asked to attend community meetings to report directly to residents, along with ACJC TEC, on the progress of the training and employment program. ACJC also held several meetings with the L.A. office of the federal Department of Labor, in particular the Office of Federal Contract Compliance. OFCC was able to use its position to apply pressure on the contractor if needed.

The outcomes for the training and employment program, and for the Corridor mid-section as a whole, were remarkable. In contrast to some notorious public works transportation projects, like Boston’s “Big Dig,” *the Mid-Corridor project was completed on time and on budget*. ACJC TEC and its partners exceeded the training goals for both trades and non-trades training. There were 999 Corridor residents, representing 31.2 percent of the Corridor mid-section workforce, employed on the construction project. Many of these residents were pre-apprenticeship graduates in trades such as: pile drivers, carpenters, electricians, laborers, cement masons, teamsters, ironworkers, and operating engineers. The majority were Latino or African-American workers, including many women of color.

Summary of Outcomes

- 9,861 Corridor residents were contacted to participate in the training and employment program.
- 4,591 Corridor residents attended one of the more than 50 orientation sessions given over three years.
- 880 Corridor residents (135% of 650 goal) graduated from the pre-apprenticeship training program;
 - * 16 percent of pre-apprenticeship graduates were female
 - * 190 graduates (102 female graduates) were former welfare recipients
 - * 373 graduates were ex-offenders (including 298 repeat offenders)

- 401 Corridor residents (115% of 350 goal) graduated from the non-trades training program.
- 710 program graduates (689 trades and 21 non-trades) were placed in jobs within the construction industry.
- Of those 710, 188 graduates (37% of all placements) were placed in jobs on the Corridor project, earning more than \$2.2 million in combined gross wages.
- 637 pre-apprenticeship graduates (98% of 650 goal) were placed in union apprenticeship programs.
- 31 percent of all work hours (103% of 30 percent goal) performed on the Mid-Corridor project were performed by local workers.
- 14 percent of all the local work hours performed on the Mid-Corridor project were performed by graduates of the Alameda Corridor program.
- 75 percent of the Mid-Corridor workforce was minority.

Include pages from Tutor-Saliba final report with ‘Cumulative Statistics’ and ‘Cumulative Demographics’

b. Participant profiles

Letty Saucedo—Carpenter?

I got involved with the Alameda Corridor. I was determined. I went in there with a positive attitude, hoping to accomplish what I was there for, which was to get involved in the construction field. To me, because I’m getting older, I enjoy it—it’s like a work out. When I went in there I had a positive attitude, because it’s not an easy task. It’s never easy for women. But the more you put into it, the more you start liking it, and the more you want to advance. I like it now. And if my husband couldn’t fix stuff around the house, then I have to roll up my sleeves and I have to do it.

I don’t want my kids to have to go through what I went through when I was young. Today I can buy the kids clothes. I can buy them what they want. I can buy them shoes. It’s a lot better. I’m being honest. At one time it always had to be a certain kind of purchase, because we were always struggling.⁴

Lilly Epting-Thomas—Administrative Assistant, The Tutor-Saliba Team

I think it’s important for people to know about ACJC TEC because I think people need to know that there is a community-based service that can help them make transitions from one career to the next one. I heard about the Alameda Corridor and I wanted to be part of it, to be part of history. So ACJC TEC was my stepping stone to being a part of history.

The non-trades job training program gave me a fresh start. They enhanced my computer and clerical skills from a construction point of view. They taught me the terminology, tasks and documents specific to the construction industry. The program

⁴ Monologue from ACJC-TEC video, June 28, 2001

*gave me insight into certain aspects of construction that helped me out in the interview. Now I'm the front office receptionist for Tutor-Saliba.*⁵

c. Success of overall project

ACTA and Tutor-Saliba were both impressed with the overall success of the training and employment program. On February 1, 2002, Tutor-Saliba hosted a luncheon at the L.A. Midtown Radisson Hotel to tout the accomplishments of the Mid-Corridor Job Training and Development Program. Ronald Tutor, the President of Tutor-Saliba, praised ACJC TEC and Century for their management of the program, and also praised the use of minority contractors on the Mid-Corridor project. ACJC had pushed for their involvement and actively referred minority businesses to Tutor-Saliba throughout the project. Tutor observed that this was the only project that he had experienced no problems with, and would do it again. In large part, the conflict, lawsuits, or other problems typical of such a large scale project were absent because of the role ACJC played in mediating disputes between the contractor and the Corridor communities. Tutor-Saliba's follow through on the hiring and training commitment certainly helped send a message to the affected neighborhoods that they were getting something back in return for the inconveniences of such a disruptive construction project.

5. Elements of Success and Lessons Learned

Key Elements of Success

- a. Established partnerships with quality training providers at an early stage.
- b. Built a broad-based coalition of constituents from all affected neighborhoods.
- c. Was ahead of the curve in conducting excellent background research that enhanced Coalition's credibility.
- d. Secured a training and hiring commitment *in writing*.
- e. Spun off a separate organization to handle implementation.
- f. Conducted outreach through community-based organizations that are members of the Coalition.
- g. Combined classroom and some *paid* on-the-job training.
- h. Identified and removed common barriers, such as lack of driver's license.
- i. Engaged in ongoing organizing to enforce terms of local hiring agreement.

Lessons Learned

- a. Be flexible about making mid-course corrections

Even though ACJC TEC, CETI and Century went through extensive negotiations to come up with a proposal and joint budget, and developed a detailed implementation plan that divided up roles, unanticipated events occurred along the way that required changes in those roles. After a year CETI stopped doing the pre-apprenticeship program, and Century took it over. ACJC TEC's agreement with OMG to handle the non-trades

⁵ Monologue from ACJC-TEC video and Tutor-Saliba Project Summary, February 1, 2002

training component lasted less than a year before ACJC took the training in-house. Similarly, ACJC TEC internalized administrative and coordinating functions that were being handled by WINTER.

When attempting to implement a program of this magnitude, an organization is likely to encounter unanticipated events. ACJC TEC was able to deal with these changes by being flexible and demonstrating a willingness to fine tune the program over time—while remaining focused on its original mission. The organization had to strike a balance in terms of building its own capacity to take on additional challenges without becoming too bogged down. The organization decided it could handle a greater administrative load by allocating time from ACJC director Benetta Johnson. Luckily ACJC TEC also had talented staff on hand—Tom Pendergast—who could deal with quickly designing and running a non-trades training program. Observes CCC’s Mary Ochs, “You want to find partners and subcontractors that are committed to the project, but you need to be prepared to take some things over yourself when a situation doesn’t work out.”

b. Be realistic about what you expect partners to accomplish

The role of intake sites evolved and changed over time. Initially, the annual contract fee and expected duties were smaller in scope. Sites were offered \$5,000 a year for a limited number of outreach, orientation, and follow-up duties. Over time, ACTA made increasing demands on the program, and in turn, ACJC TEC placed greater demands on the sites. There were a lot of required activities, including monthly meetings with Tutor-Saliba; monthly orientations (to host or staff); monthly walk-throughs of the orientation sites; monthly intake-site trainings to go over new information, resources, and procedures; and monthly debriefings after the orientations. ACJC TEC realized the scope of work was expanding, so it increased the annual fees to \$8000 to help cover staffing costs for the sites.

In hindsight, ACJC TEC learned that it is better to have much more specific RFPS, MOUs and contracts with partners. Also, it is very challenging to craft a realistic budget that will also meet the lowest bid requirements. Ideally, ACJC TEC would like to have given the sites more money each year, enough for organizations to allocate a half-time or full-time person just to the Corridor project. But the organization struggled to stay within a tight budget, so that it would be awarded the bid. Competing priorities, such as providing stipends to trades trainees, had to be balanced against each other. And once the overall contract had been negotiated with ACTA and Tutor-Saliba, ACJC TEC and the LLC could not make major budget changes.

On the other hand, ACJC and ACJC TEC benefited greatly from the resources and expertise of their community-oriented partners, such as the Legal Aid Foundation of Long Beach and the Center for Community Change. In areas such as organizing, research, and legal contracts, technical assistance from entities that understand and can relate to community organizations proved critical to the success of both the campaign and the training program. Fortunately these technical assistance organizations were able to provide their services free of charge.

ACJC TEC also found allies in unlikely places, proving that it is important to cast a wide net and build relationships with as many potential partners as possible. “Don’t make assumptions about certain types of organizations—you have to meet people and see for yourself,” says Mary Ochs. “Engage people across a broad spectrum of interested parties.” ACJC used its position paper on the proposed hiring and training plan to engage potential partners and allies early in the campaign.

c. Balance organizing and program implementation

ACJC knew that it was important to create a spin-off entity so that the Coalition could continue its organizing role while ACJC TEC managed the training and employment program. In fact, ACJC devoted a lot of its time to fighting for more transportation options for residents in the Corridor training and employment program. ACJC also reached out to key allies, such as the federal Department of Labor, to make sure the Mid-Corridor contractor was meeting the local hiring goals. If ACJC had not created a spin-off, it is unlikely that ACJC could have *both* successfully organized on transportation and other issues *and* successfully internalized the administrative and non-trades training functions when it became preferable to do so. Having two entities gave the organizations tremendous flexibility to meet the unexpected demands of both organizing and program implementation. Key to this balancing act was having a strong staff team. With Johnson’s time divided between ACJC and ACJC TEC, having a solid organizer on the ACJC staff became critical to sustaining the organizing role.

ACJC foresaw the benefits of remaining independent from the sources of money. Even with the firewall between organizing and programming, powerful players attempted to claim different constituencies as their own, and pit groups against each other. Benetta Johnson recalled, “You would not believe some of the nasty tactics we encountered.” Johnson maintained the tough role of wearing two hats and being an advocate when needed.

While ACJC and ACJC TEC managed to achieve many goals with a shared director, in an ideal world there would have been sufficient funding and qualified leadership to have a full-time director for each organization. As events unfolded rapidly, the organizations were lucky that Johnson was able to step in and straddle the demands of each role. Yet she was able to devote little time to organizing. When there was a good organizer in place at ACJC, the organizing agenda moved forward. When there wasn’t one in place, the organizing agenda progressed more slowly. Ultimately, the pressure to meet the training goals took precedent.

d. Look beyond the project to other opportunities/Have a broader vision

ACJC seized a number of opportunities to serve broader goals through the Corridor project. One example is the emphasis the program placed on capacity-building. The capacity of several ACJC member organizations to engage in outreach, case management, and job preparation grew tremendously through their roles as intake sites.

ACJC TEC's own capacity grew as it took on more coordinating, administrative, and training functions. These groups' knowledge of the construction industry increased a hundred fold. This expanded capacity has positioned ACJC and its members to take on similar efforts in the future, without being dependent on the expertise of other groups.

ACJC's vision for creating employment opportunities extended beyond the Corridor as well. Given the outpouring of interest in the Corridor project, ACJC quickly saw that maybe one-tenth of residents looking for jobs would actually be able to access training or secure a position on the project. The Coalition began to explore other ways of meeting the demand for decent jobs. According to Benetta Johnson, even though the Coalition came together around the Alameda Corridor project, ACJC's vision is much broader. "ACJC believes that we need to pair the workforce needs of the business community with the needs of our own community, to educate businesses about what our communities can offer."

One way ACJC is accomplishing this goal is through CCC's sector organizing initiative. The Coalition has worked with CCC over the last year to learn more about international trade and transportation (IT&T). The Port of L.A./Long Beach is the third largest in the world, and IT&T is the fastest growing industrial sector in LA County. In particular, "logistics," which is the series of services associated with the movement and storage of goods across countries, is a growing sub-sector in the L.A. region. ACJC's immediate goal is to identify or create short-term training programs for certification in logistics that can address the diverse educational backgrounds, language barriers, and other needs of Corridor residents. ACJC is currently putting together a course for certification in the position of import/export clerk. Job seekers familiar with the quality of the non-trades training program are clamoring to participate in the new training. As with the Corridor project, ACJC will provide career counseling and case management to job seekers, and will oversee the outreach, recruitment and assessment of potential candidates for entry-level positions in logistics. The Coalition will develop a trainer's manual to ensure that member organizations conducting job readiness classes implement a uniform, quality program. ACJC will also continue to build relationships with relevant partners in organized labor, business and industry, education, and government.

ACJC will also continue to look for opportunities big and small in the construction field. The Coalition is putting an "early warning system" in place so that it will hear about new construction projects in plenty of time to act. ACJC members' early awareness of the Corridor project gave their organizing effort a head start that contributed to its unprecedented victory. One strategy that is proving invaluable is ACJC's participation in various regional planning entities and business-related bodies, such as the Southern California Association of Governments, the World Trade Center Association and Los Angeles Chamber of Commerce. Attending meetings of these organizations has helped ACJC gather information about upcoming projects, as well as network with employers and regional decision makers.

APPENDIX—Model Documents

- ACJC membership list
- ACJC Position Paper
- ACJC Member Services Survey
- ACJC TEC Intake Site RFP
- MOU between ACJC TEC and Intake Sites
- Operations Manual for Intake Sites--excerpts
- Driver's License Recovery materials
- Car Ownership Pilot Project materials