



Green Jobs and the Juvenile Justice Center

In building the Juvenile Justice Center (JJC), Alameda County found innovative ways to create jobs for small, local businesses and youth that exposed them to the latest in green building techniques. The JJC's design allows at-risk youth to receive integrated health, educational, legal, and correctional services in a healing environment with natural light, fresh air, and inspiring art. The \$140 million, 376,000 square-foot U.S. Green Building Council LEED® Gold-rated facility also cares for the youth's future by conserving water and energy resources, protecting our climate, and saving taxpayer dollars.



Photo credit: John Swain

The JJC conserves resources through water and energy efficiency.

The project created green jobs for local small businesses.



Green Jobs Training for At-Risk Youth

Seventy-five youth participated in a series of 12-week internships that provided hands-on experience with green building architecture, engineering, and construction. Three program graduates were hired to work full time on the Juvenile Justice Center, one to help with project oversight and two as field and office engineers.

Contracts with Small and Local Businesses

Small contractors face challenges in competing for larger construction contracts because they lack the resources, capacity, and networking opportunities of larger firms. Innovative programs enabled greater participation and provided smaller firms with on-the-job experience in the latest green building principles and practices.

CHALLENGES

- Desire to create job training for at-risk youth
- Ambitious County goals for hiring small, local businesses
- Small contractors challenged in securing adequate bonding and competing for contracts

SOLUTIONS

- Youth internships in architecture, engineering, and construction
- Mentor-Protégé Program for small and local construction firms
- \$500,000 Bond Assistance Program

BENEFITS

- Hired 3 former detention facility youth full time
- More than 80 million in contracts to local, small/emerging, minority-owned and woman-owned businesses
- Bond assistance enabled \$8.7 million in contracts to 12 small and local contractors

How the County Created Green Jobs...

The County partnered with its contractor, Hensel Phelps Construction Company, to create innovative programs for local small businesses and at-risk youth.

INTERNSHIPS FOR YOUTH

Twelve-week internship programs provided career training and experience to at-risk youth. The programs supported the rehabilitative efforts of Camp Wilmont Sweeney, a County juvenile residential program, and the Cornerstone Foundation Internship Program, a partnership with Vanir Construction Management. Through these internships, youth explored the professions of architecture, engineering, and construction. Interns met with industry experts while learning the basic skills of conceptual drawing, drafting, 3-D modeling, architectural rendering,

"This all has made me career-driven. It's helped shape my life and shown me what's out there. It has helped me grow."

Ashton, Cornerstone graduate
Onsite office engineer

and visual presentation skills. Hensel Phelps hired two interns to work on the JJC; another JJC contractor, Vanir, hired one intern. One of these youth remained at Hensel Phelps and is pursuing a college degree. Another joined the Carpenters Union as an apprentice and began working for a former JJC subcontractor.

MENTOR-PROTÉGÉ PROGRAM

The County and Hensel Phelps, with Redwood Resources, created a mentor-protégé program enabling small local businesses to benefit directly from the experience and training of much larger, well-established firms. There was a recognized need to enhance the specialized capabilities of women, minority, and small local businesses to make them more successful competitors in the construction bidding process. The mentor-protégé program supported businesses' growth



Youth participated in 12-week green building internships.

and development through training and one-on-one mentorship sessions. In some cases, joint venture developments facilitated financial stability and increased the solvency of both companies.

BOND ASSISTANCE PROGRAM

To help small local businesses better compete as potential subcontractors, Alameda County and Hensel Phelps created a \$500,000 bond assistance program.

The program provided administrative support and supplemental underwriting to help qualified and competitive subcontractors. Specifically, the program

"All my career, I've been hearing about good-faith outreach, and it really happened on this project."

Adolph Sykes
Founder, Adolph's Glass

helped subcontractors understand how the bonding process works and assisted them with preparing appropriate financial statements and other necessary documentation. It also provided assistance with negotiations, locating and working with bond brokers, funds control management, and, most importantly, a bond guarantee.

10/2010

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