

Systems Change	INPUTS	ACTIVITIES	OUTPUTS for Participants	INTERMEDIATE OUTCOMES for Participants	LONG-TERM OUTCOMES
Skills Training & Job Placement	Funding Curriculum Coordination staffing Program delivery staffing Training space and equipment Employer partners w/job openings Training and tuition dollars for participants	New and expanded career pathways programs w/ supportive services that connect school, training and employment for youth and adults to gain: -Training that leads to industry-based credentials, -Meaningful work experience, -Soft skills, -Career awareness and connections to employers, and -Employment In fields related to blue/green infrastructure careers, including: -Architecture, Engineering, Design, and Planning -Construction -Finance and Business Operations (back office)	-# People enroll in training programs -# People complete training programs -# People earn at least one industry-based credential -# Youth placed in work experience -# Youth and adults placed in full-time employment earning at least a local living wage -# Employers participate	Participants demonstrate: -Skills, knowledge and networks that lead to increased employability in high-wage, high-demand industries in blue/green infrastructure Stable employment with opportunities for advancement and benefits.	Trained and employed workforce in high-quality blue/green infrastructure jobs that is resilient to economic and weather disruptions A strong local talent pool helps attract, grow, and retain blue/green infrastructure-related businesses Reduce the unemployment rate among African American males in New Orleans
	INTERNAL Systems Change	EXTERNAL Systems Change	Increased economic mobility and security for participants.		
	One or more changes are made to procurement policies and employer policies/practices to support small businesses and local hiring New public contracts in blue/green infrastructure are issued in alignment with new procurement policies	Robust referral, training, and career pathway continuum			

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Small Business Expansion	Funding -Public cap. expenditures -Philanthropic investments Curriculum Coordination Program delivery staffing Training space TA partners Small businesses & entrepreneurs	City and partner changes to procurement policies and procedures to better support small businesses and reduce barriers to access to contracting opportunities in green and blue industries Small and disadvantaged businesses and entrepreneurs receive technical assistance, training, incubation/acceleration, and increased access to capital and trained workers	Small businesses receive assistance within the ecosystem, at least half of which are led by a person of color Businesses/business owners receive certifications, credentials, licenses, and classifications in industries, trades, and areas such as those for GCs, subs, industrial, public works, and professional services (e.g. pervious pavement, plumbing/HVAC, blue/green roofs, LEED methodologies and certifications) Businesses access growth capital via Mobilization Fund	Of participating businesses: -% increase revenue -% newly enter or expand business in blue / green infrastructure -% demonstrate increase in DBE and Section 3 participation and bonding capacity	New Orleans has a robust ecosystem of small and growing businesses in blue / green infrastructure, including “green collar” occupations such as professional and design services. Increase in gross receipts among construction firms owned by entrepreneurs of color Local businesses perform an increasing share of blue/green infrastructure projects in New Orleans and export their expertise outside of New Orleans. Strengthening economy through increased revenues in tax base, such as sales and property taxes, and quality of life increases by more local dollars staying in the New Orleans economy. More diversified economy with knowledge of how to mitigate water issues
	INTERNAL Systems Change	EXTERNAL Systems Change			
	Unbundling and refining bonding requirements	Advance the field to export services and technology outside the Greater New Orleans area, rather than importing services from outside our area A holistic view of the problem and a comprehensive solution to export to other markets			

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Strategic Alignment	Funding	Coordinate across partners through regular communication to leverage major investments in the Gentilly Resilience District, Sewerage & Water Board of New Orleans, FEMA-funded public infrastructure improvements, Gulf of Mexico Energy Security Act, Coastal Resilience Plan, etc.	One or more changes are made to procurement policies and employer policies/practices to support small businesses and local hiring	Program participants experience a seamless pipeline of services across agencies, initiatives and funding streams in an enabling policy environment.	New Orleans develops a model for how the public, private, and philanthropic sector can support blue/green infrastructure workforce preparation and small business development to connect local workforce and small business with growing industry demand with increasing employment and contracting opportunities for African American New Orleanians. This model can also be applied across other industries in New Orleans and exported beyond New Orleans as well
	Coordination / Technical Assistance for collaborative	Create a core leadership group to meet regularly and coordinate partners and activities	New public contracts in blue/green infrastructure are issued in alignment with new procurement policies	Employers improve policies and practices to support and expand the hiring/procurement, retention, and advancement of workers of color and small businesses owned by people of color.	
	Policy change	Identify and address policies related to procurement, hiring, and training that enable and/or present barriers to the project.	Increased public awareness of the partners' efforts and project impacts		
Major government programs	Utilize leadership group and partners to solve for the barriers identified through innovative and progressive policies.	INTERNAL Systems Change	EXTERNAL Systems Change		
Staffing	Market and promote the project to the broader community to support recruitment of participants and increase public awareness of blue / green infrastructure opportunities.	Coordinating among internal city partners to track upcoming projects and access to opportunities for small businesses	Stakeholders and the general public know that there is a coordinated effort among multiple partners and agencies to invest in blue/green infrastructure		
Shared data / technological systems			External partners available to ensure the changes we are making have a tangible impact for external stakeholders (business owners, participants, residents)		
Partners (employers, training & TA providers, etc.)					