

MEETING OF THE BOARD OF DIRECTORS
12:00 PM, MONDAY, SEPTEMBER 21, 2026

This meeting will be conducted via teleconference pursuant to Cal. Govt. Code § 54953(b)(1). Members of the public may access this meeting physically at the locations where the meeting agenda will be posted:

Locations where members intend to take the meeting:

- Susan Allen - CalMutuals JPRIMA - 3108 La Sombra Way, Fullerton, CA
- Angela Garcia - West Valley Water District - 855 W Baseline Rd, Rialto, CA
- Kelsey Kenz (Alternate) - IEUA - 6075 Kimball Ave., Building A, Chino, CA
- Jasmin Hall - IEUA - 6075 Kimball Ave., Building A, Chino, CA
- Haydee Sainz - West Valley Water District - 855 W Baseline Rd, Rialto, CA
- Gracie Torres - 129 Sir Gawaine Rd, Riverside, CA

Members may access this meeting online or telephonically and provide comments using the following information:

Join Zoom Meeting: <https://us05web.zoom.us/j/84825115003?pwd=Kye2uzP1q8atjUgFHQmSYHY6Hls5Eq.1>

Meeting ID: 848 2511 5003 **Passcode:** mzcW9X

Each item on the agenda, no matter how described, shall be deemed to include any appropriate motion, whether to adopt a minute motion, resolution, payment of any bill, approval of any matter or action, or any other action.

Items listed as "For information" or "For discussion" may also be the subject of an action taken by the Board or a committee at the same meeting.

Due to teleconferencing requirements, all votes will be taken by roll call.

1. PLEDGE OF ALLEGIANCE

2. ROLL CALL AND DETERMINATION OF A QUORUM

3. PUBLIC COMMENT

Pursuant to Government Code Section 54954.3, members of the public wishing to comment should use the hand symbol to enter the queue and, when recognized and unmuted, announce their name for the record.

4. ADDITIONAL ITEMS TO THE AGENDA

The Board may add an item only after determining that the matter came to its attention after the agenda was posted and that immediate action is required, consistent with the Brown Act.

ACTION ITEMS

- 5. REVIEW AND APPROVAL OF THE MINUTES OF THE AUGUST 17, 2026, BOARD OF DIRECTORS MEETING**
- 6. FINANCIAL REPORT**
- 7. REVIEW AND ADOPTION OF THE FISCAL YEAR 2026–27 BUDGET**
- 8. UPDATE ON GRANT APPLICATIONS**
- 9. ADMINISTRATIVE UPDATE**
- 10. OUTREACH UPDATE**

INFORMATIONAL ITEMS

Next meeting: Monday, October 19, 2026, consistent with the regular third-Monday schedule.

- 11. CLOSED SESSION**
- 12. ADJOURNMENT**

In compliance with the Americans with Disabilities Act, if special assistance is needed to participate in the meeting, please contact IEWorks at (909) 969-4735 so reasonable accommodations can be arranged.

All public records relating to an agenda item are available for public inspection when distributed to all or a majority of the Board. Requests may be submitted to the IEWorks Manager at info@ieworks.org. Agendas are available at www.ieworks.org.

EXHAUSTION OF ADMINISTRATIVE REMEDIES — If you challenge an IEWorks action in court, you may be limited to issues raised at the public hearing or in written correspondence delivered before IEWorks takes final action. Correspondence delivered before final action becomes part of the administrative record.



MEETING OF THE BOARD OF DIRECTORS

12:13 PM, MONDAY, AUGUST 17, 2026

This meeting was conducted via teleconference pursuant to Cal. Govt. Code § 54953(b)(1). Members of the public could access the meeting physically at the locations where the meeting agenda was posted:

Locations where members intended to take the meeting:

- Susan Allen – CalMutuals JPRIMA, 3108 La Sombra Way, Fullerton, CA
- Pacal Cornejo – Eastern Municipal Water District, 6378 Riverside Ave., Riverside, CA
- Angela Garcia – West Valley Water District, 855 W. Baseline Rd., Rialto, CA
- Kelsey Kenz, Alternate – IEUA, 6075 Kimball Ave., Building A, Chino, CA
- Jasmin Hall – IEUA, 6075 Kimball Ave., Building A, Chino, CA
- Haydee Sainz – West Valley Water District, 855 W. Baseline Rd., Rialto, CA
- Gracie Torres – 129 Sir Gawaine Rd., Riverside, CA

Members could access the meeting online or telephonically and provide comments using the published Zoom meeting information. Meeting ID: 848 2511 5003 | Passcode: mzcW9X

Each agenda item was deemed to include any appropriate motion or other action. Items listed for information or discussion could also be subject to Board action at the same meeting.

Due to teleconferencing requirements, votes were taken by roll call.

1. PLEDGE OF ALLEGIANCE

Member Kelvin Moore led the Pledge of Allegiance.

2. ROLL CALL AND DETERMINATION OF A QUORUM

Roll call was conducted. A quorum was established with the following members present: Chair Gracie Torres, Member Kelvin Moore, Member Angela Garcia, and Member Jasmin Hall. Haydee Sainz, Sheila Esparza, and Brenda Martinez of Metropolitan Water District were also present as guests. Kareem Gongora attended on behalf of IEWorks staff. Sheila Esparza attended for Kelsey Kenz; Jasmin Hall served as the IEUA voting representative.

3. PUBLIC COMMENT

No requests for public comment were received.

4. ADDITIONAL ITEMS TO THE AGENDA

No additional items were added to the agenda.

ACTION ITEMS

5. REVIEW AND APPROVAL OF THE MINUTES OF THE JUNE 25, 2026, BOARD OF DIRECTORS MEETING

The Board reviewed the minutes from the June 25, 2026 Board of Directors meeting. Approval had been carried forward because the July meeting did not have a quorum.

Motion: A motion was made to approve the June 25, 2026 meeting minutes.

Second: Chair Torres seconded the motion.

Action: The motion carried unanimously by roll call vote. There were no opposing votes or abstentions.

6. FINANCIAL REPORT

The financial report was presented to the Board and was included in the meeting packet. The organization's bank balance as of June 30, 2026 was reported as \$51,552.09. Board members were given an opportunity to ask questions.

Motion: A motion was made to receive and file the financial report.

Second: The motion was seconded.

Action: The motion carried unanimously by roll call vote. There were no opposing votes or abstentions.

7. UPDATE ON GRANT APPLICATIONS

IEWorks reported that it had been invited to apply for the 2026–2027 IEHP Foundation Healthy Organizations Grant. The application deadline is August 31, 2026. Staff attended the virtual information session and intends to submit an application. The grant is intended to strengthen nonprofit organizational capacity and may provide flexible support for program operations and infrastructure.

An update was also provided regarding Operation New Hope, a regional nonprofit that provides vocational and reentry services in San Bernardino and portions of Riverside County. Operation New Hope previously supported participant recruitment for IEWorks' pre-apprenticeship and internship programs.

Operation New Hope receives Workforce Innovation and Opportunity Act and adult-reentry funding that may support participant placements. Potential wage support could include a shared salary subsidy or, depending on the placement and approval process, full position funding. IEWorks and Operation New Hope are also exploring joint grant applications and the possible renewal of a pathway connecting local residents to water-sector careers.

Staff will contact member-agency human-resources teams to determine whether internship, interim, or other placement opportunities are available. Additional details will be brought back to the Board after the funding and placement requirements are clarified.

8. ADMINISTRATIVE UPDATE

The Board was informed that Eastern Municipal Water District had provided written notice of its decision to discontinue formal participation in the IEWorks consortium because of limited organizational capacity following staffing changes.

Eastern indicated that the decision reflected bandwidth constraints rather than a lack of support for IEWorks. The agency remains interested in supporting the consortium through facility tours, support for funding requests, and other in-kind assistance. Staff will follow up with Eastern's representative to identify future opportunities for collaboration.

9. OUTREACH UPDATE

IEWorks is engaging two prospective member agencies. Staff also reported a productive discussion with Metropolitan Water District regarding three potential areas of collaboration. Brenda Martinez expressed Metropolitan's interest in supporting regional workforce-development efforts and continuing partnership discussions.

An update was requested regarding Riverside Public Utilities. Staff has reached out but has not yet received a response. RPU previously indicated that September or October may better align with its funding cycle. Staff will reconnect with the commissioner who originally initiated the engagement.

INFORMATIONAL ITEMS

Next meeting: Monday, September 21, 2026. Member invoices are expected to be issued before the meeting, and the Board is expected to consider adoption of the Fiscal Year 2026–27 budget.

10. CLOSED SESSION

No closed session was held.

11. ADJOURNMENT

Member Kelvin Moore moved to adjourn, and the motion was seconded. The meeting adjourned at approximately 12:26 PM.

In compliance with the Americans with Disabilities Act, requests for special assistance to participate in an IEWorks meeting may be directed to IEWorks at (909) 969-4735 so reasonable accommodations can be arranged.

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Item 7 Budget Attachment

FY2026 Closeout and August 31 Financial Status

Prepared for the September 21, 2026 IEWorks Board of Directors meeting

Current Financial and Records Status

Status item	Update
Bank reconciliation	Bank accounts reconciled through August 31, 2026
Checking balance	Approximately \$2,700 as of August 31, 2026
August bookkeeping	Bookkeeping compensation for August has been paid
Online access	IEWorks has access to QuickBooks Online and U.S. Bank
Paper records	The bookkeeper expects to mail retained paper files the following week
Electronic records	Supporting Excel and Word documents were provided electronically

FY2026 Closeout Overview

The attached reports use two accounting views. The management summary reflects \$10,017.97 in recognized cash revenue, while the accrual-basis QuickBooks statement reports \$38,017.97 because it includes \$28,000 in accounts receivable. Expenses are \$66,866.57 under both views.

Reporting view	Revenue	Expenses	Net income loss
Management summary	\$10,017.97	\$66,866.57	(\$56,848.60)
Accrual QuickBooks	\$38,017.97	\$66,866.57	(\$28,848.60)

Budget Performance

Category	Budget	Actual	Calculated variance
Total revenue	\$50,463.00	\$10,017.97	\$40,445.03 below
Total expenditures	\$60,300.00	\$66,866.57	\$6,566.57 above
Program management and marketing	\$16,500.00	\$60,500.00	\$44,000.00 above
Bookkeeping	\$3,000.00	\$3,060.00	\$60.00 above

Review note: The management summary displays a total expenditure variance of (\$19,285), but the displayed budget and actual totals calculate to a \$6,566.57 overage. The source worksheet formula should be reviewed before the Board relies on that variance column.



Cash Position and Liquidity

Account	As of	Balance	Source or note
Checking account	June 30, 2026	\$20,617.80	FY2026 management summary
Checking account	August 31, 2026	Approximately \$2,700	Bookkeeper reconciliation update
7-month certificate of deposit	June 30, 2026	\$18,473.31	Matures January 14, 2027
9-month certificate of deposit	June 30, 2026	\$12,460.98	Matures February 14, 2027

Liquidity consideration: The reported August 31 checking balance is approximately \$17,917.80 lower than the June 30 management-summary balance. Updated certificate-of-deposit balances were not included in the August transmittal. The Board should confirm current balances and whether the certificates of deposit satisfy the policy liquidity requirement before adopting the new budget.

June 30 reconciliation note: The FY2026 management summary reports total bank balances of \$51,552.09, while the QuickBooks Statement of Financial Position reports \$50,747.09. The \$805 difference should be documented or reconciled in the final closeout records.

Accounts Receivable

As of June 28, 2026, the A/R Aging Summary reported \$28,000 outstanding, all categorized as 91 days or more past due. Collection status after June 28 was not included in the provided reports.

Agency	Amount	Aging category
Eastern Municipal Water District	\$10,000.00	91 days or more
Metropolitan Water District of Southern California	\$10,000.00	91 days or more
San Bernardino Valley Municipal Water District	\$2,000.00	91 days or more
West Valley Water District	\$6,000.00	91 days or more
Total	\$28,000.00	91 days or more

Board Review Items

- Confirm the current balances of both certificates of deposit and total available liquidity as of August 31, 2026.
- Confirm the current collection status and collectability of the \$28,000 in accounts receivable.
- Reconcile or document the \$805 difference between the two June 30 bank-balance reports.
- Correct the expenditure-variance formula in the FY2026 management summary.
- Align the FY2026–27 budget with available cash, expected receivable collections, committed contracts, and the policy liquidity requirement.

Source Reports Included

Appendix A FY2026 Financial Summary as of June 30, 2026; **Appendix B** Statement of Financial Position as of June 30, 2026; **Appendix C** Statement of Activity for July 2025 through June 2026; and **Appendix D** Accounts Receivable Aging Summary as of June 28, 2026.

This attachment summarizes the reports provided for Board review. It is not an audit and does not replace a complete line-item FY2026–27 proposed budget.

IEWorks
FY26 Financial Summary (7/1/2025 - 6/30/2026)
as of June 30, 2026

		FY26	Actual	(Over)/Under	% of
	SIGNATORY FEES	\$50,000	\$10,000.00	\$40,000.00	20%
	Grant Income	\$0	\$0.00	\$0.00	0%
	Interest Revenue (Checking)	\$3	\$2.50	\$0.50	83%
	Interest Revenue (CD - 9 mo.)	\$260	\$9.24	\$250.76	4%
	Interest Revenue (CD - 7 mo.)	\$200	\$6.23	\$193.77	3%
	TOTAL REVENUE FYTD26	\$50,463	\$10,017.97	\$40,445.03	20%
1	<u>New Staff Training (Workforce of the Future)</u>				
1.A	Regional Training Programs (partially funded by grant revenue)	\$5,000	\$0.00	\$5,000.00	0%
1.B	Worker Supportive Services	\$5,000	\$0.00	\$5,000.00	0%
	Initiative 1 Budget	\$10,000	\$0.00	\$10,000.00	0%
2	<u>Incumbent Worker Training</u>				
2.A	Operator Certification Prep Course	\$5,000	\$225.00	\$4,775.00	5%
	Initiative 2 Budget	\$5,000	\$225.00	\$4,775.00	5%
3	<u>WEBSITE/COMMUNICATIONS</u>				
3.A	Other Marketing/Communication needs including photography and videography (currently funded by grant revenue)	\$2,500	\$0.00	\$2,500.00	0%
3.B	Annual Fees for website & social media (currently funded by grant)	\$500	\$0.00	\$500.00	0%
3.C	IEWorks Collateral (ex. pens, re-usable bags, chip clips, hats)	\$1,000	\$0.00	\$1,000.00	0%
3.D	Printing (business cards, brochures - currently funded by grant)	\$1,000	\$0.00	\$1,000.00	0%
	Initiative 3 Budget	\$5,000	\$0.00	\$5,000.00	0%
4	<u>CONTRACTED SERVICES</u>				
4.A	Contract for IEWorks Manager (1 FTE salary + benefits -	\$0	\$0.00	\$0.00	0%
4.B	Staff Travel	\$0	\$0.00	\$0.00	
4.C	Contract for Program Management & Marketing	\$16,500	\$60,500.00	(\$44,000.00)	367% *
4.D	Contract for Fundraising (ex. Grant writing)	\$5,000	\$0.00	\$5,000.00	0%
4.E	Contract for Bookkeeper (currently provided through JVS, funded	\$3,000	\$3,060.00	(\$60.00)	102%
	Initiative 4 Budget	\$24,500	\$63,560.00	(\$39,060.00)	259%
	<u>OTHER SERVICES</u>				
5.A	Facilities Rent/PO Box Rent	\$500	\$0.00	\$0.00	0%
5.B	Legal Services (Leal-Trejo - currently offering in-kind services)	\$4,000	\$0.00	\$0.00	0%
5.C	Meeting Facilitation (ex. Retreat/Open House)	\$5,000	\$0.00	\$0.00	0%
5.D	Insurance (ex. D & O policy - currently provided through JVS,	\$2,000	\$0.00	\$0.00	0%
5.E	Accounting and Banking Fees (minimal bank fees + annual audit	\$4,300	\$3,081.57	\$0.00	72%
	Initiative 5 Budget	\$15,800	\$3,081.57	\$0.00	20%
	TOTAL EXPENDITURES FYTD26	\$60,300	\$66,866.57	(\$19,285)	111%
	NET INCOME/(LOSS) FYTD26	(\$9,837)	(\$56,848.60)	\$59,730.03	578%

Checking Account - US Bank (as of 6/30//2026)	\$20,617.80
Certificate of Deposit - 7 Mo. (US Bank - matures 1/14/2027)	\$18,473.31
Certificate of Deposit - 9 Mo. (US Bank - matures 2/14/2027)	\$12,460.98
Bank Balance (as of 6/30/2026)	\$51,552.09

Policy liquidity requirement 33% of expenses

* Potential to be offset by H RTP Grant

Inland Empire Works

Statement of Financial Position

As of Jun 30, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
Certificate of Deposit - 5893 - 1	18,473.31
Certificate of Deposit - 6008 - 1	12,460.98
Checking - 1585 - 1	19,812.80
Total for Bank Accounts	\$50,747.09
Accounts Receivable	
Accounts Receivable (A/R)	28,000.00
Total for Accounts Receivable	\$28,000.00
Total for Current Assets	\$78,747.09
Total for Assets	\$78,747.09
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable (A/P)	5,755.00
Total for Accounts Payable	\$5,755.00
Total for Current Liabilities	\$5,755.00
Total for Liabilities	\$5,755.00
Equity	
Opening Balance Equity	80,859.71
Retained Earnings	20,980.98
Net Revenue	-28,848.60
Total for Equity	\$72,992.09
Total for Liabilities and Equity	\$78,747.09

Inland Empire Works

Statement of Activity
July, 2025-June, 2026

	Total
Revenue	
Interest Revenue	17.97
Membership Fees	38,000.00
Total for Revenue	\$38,017.97
Gross Profit	\$38,017.97
Expenditures	
Advertising & Marketing	60,500.00
Bank Charges & Fees	3.00
Legal & Professional Services	3,060.00
Office Supplies & Software	149.48
Reimbursable Expenses	225.00
Software Fees	2,929.09
Total for Expenditures	\$66,866.57
Net Operating Revenue	-\$28,848.60
Net Revenue	-\$28,848.60

August 21, 2025

Dear Partner,

On behalf of the IEWorks, I want to take a moment to thank you for your ongoing commitment to strengthening the Inland Empire's water and wastewater workforce. Your support has been essential in helping us build pathways for local talent and ensuring our region has the skilled professionals needed to meet today's and tomorrow's workforce needs.

We are excited to share some of the progress IEWorks has made:

- **Workforce Development:** Dozens of students and jobseekers have expressed interest in IEWorks training programs, looking to gain hands-on experience and industry-recognized certifications that prepare them for fulfilling careers in water.
- **Industry Partnerships:** Continued collaborations with local colleges, workforce boards, and community organizations are expanding access to training and ensuring talent pipelines into our agencies.
- **Internship Fellows:** Paid internships and fellows are underway, creating real opportunities for participants to learn directly from professionals at water agencies across the region.

Looking ahead, we are focused on scaling these efforts, expanding program enrollment, and further aligning training opportunities with the needs of our agencies. Your continued partnership will be critical as we grow IEWorks into a model workforce initiative for the state and beyond.

We will be providing more detailed outcomes and next steps in the coming months, but we wanted to take this opportunity to thank you and keep you informed of our collective progress. Together, we are making a tangible impact on the future of the water workforce in the Inland Empire.

If you have any questions, ideas, or would like to get more involved in specific initiatives, please don't hesitate to reach out.

With gratitude,



Gracie Torres
IEWorks Board President

A/R Aging Summary Report

Inland Empire Works

As of August 24, 2025

CUSTOMER	CURRENT	1 - 30	31 - 60	61 - 90	91 AND OVER	TOTAL
Eastern Municipal Water District	10,000.00					10,000.00
Inland Empire Utilities Agency	10,000.00					10,000.00
Metropolitan Water District of Southern California	10,000.00					10,000.00
San Bernardino Valley Municipal Water District	2,000.00					2,000.00
West Valley Water District	6,000.00					6,000.00
TOTAL	38,000.00	0	0	0	0	\$38,000.00

Inland Empire Works

A/R Aging Summary Report
As of Jun 28, 2026

	CURRENT	1 - 30	31 - 60	61 - 90	91 AND OVER	Total
Eastern Municipal Water District					10,000.00	10,000.00
Metropolitan Water District of Southern California					10,000.00	10,000.00
San Bernardino Valley Municipal Water District					2,000.00	2,000.00
West Valley Water District					6,000.00	6,000.00
TOTAL					28,000.00	\$28,000.00

IEWorks Water Careers Pathway Initiative

2026 - 2027 Healthy Communities Grant Cycle 2

Inland Empire Works

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Application Form

General Instructions

Please complete this application no later than **5pm PT on August 31, 2026**.

If you have any additional questions about the application, grant process or navigating the grants management portal, please email grants@iehpfoundation.org and allow 5 - 7 business days for a response.

Additional Notes:

- Save your application periodically to not lose any progress.
- Upon completion, make sure to click the Submit button.
- Email communications regarding the status of your application will come from IEHP Foundation Grants. Make sure this email address is marked safe on your server to avoid communications being blocked or sent to a SPAM folder.
- Status of your application can also be checked via the homepage of your grants management portal. For more information on how to navigate this portal, [click here](#).
- An application is considered successfully submitted only if you receive a confirmation email.
- You can collaborate/share this application with colleagues. For instructions on how to collaborate, [click here](#).

Organization & Contact Profiles

Is all the information on your user profile correct?*

It is important this information be correct so that IEHP Foundation can share updates and information about this grant. To edit your profile, click on your name and Edit Profile in the upper right-hand corner of this screen. Please sure to update any incorrect or missing information.

Yes

Is all information on your organization profile correct?*

You will see the organization information in the Contact tab of this grant request. Please review all fields and make sure they are complete and correct.

All fields below need to be complete:

- Name of Organization (this should be your organization's legal name)
- EIN Number
- Website
- Phone Number
- Mission Statement
- IEHPF Subregion(s) Served
- Vital Condition(s) Addressed

Yes

Is your organization's Primary Contact information correct?*

Please check the Contacts section in your organization profile. The Primary Contact must be an individual in your organization that is an executive and has signatory privileges for your organization. This will be the individual that will be copied on all communications and will eventually be sent the grant agreement to sign, if selected. The Primary Contact information can only be updated by an IEHP Foundation staff member.

Yes

What information needs to be corrected for your organization's primary contact?

Please leave blank if all information is correct.

Coalition, Collaborative and Network Details

Name of Coalition, Collaborative or Network*

Please list the name of the coalition, collaborative or network you are submitting this grant application on behalf of.

Inland Empire Works

Website

Please link to the website of the coalition, collaborative or network, if applicable.

www.ieworks.org

What year was the coalition, collaborative or network established?*

2020

How many members are part of the coalition, collaboration or network?*

This can be an approximate number and can be number of individuals or organizations, whichever best makes sense for your group membership.

6

Does the membership number above represent organizations or individuals?*

Organizations

Structure and Decision Making*

Describe the structure of the coalition, collaborative or network, including approximately how many partner organizations are involved, how long the group has been in existence, and any formal agreements (such as MOUs or charters) that define roles and responsibilities. Please make sure to describe how partners participate in decision-making.

IEWorks is a regional workforce collaborative established in 2020 to expand equitable access to careers in the Inland Empire's water and wastewater industry. The coalition currently includes six participating water agencies, along with nonprofit, workforce-development, education, labor, and industry partners that support recruitment, training, internships, apprenticeships, supportive services, and job placement. The collaborative is governed by a Board of Directors composed of representatives from participating water agencies. The Board meets monthly to review program performance, establish priorities, approve budgets and partnerships, and guide the overall direction of IEWorks. Each participating agency has an opportunity to contribute to discussions and decisions, ensuring that the program reflects both regional workforce needs and the operational needs of local employers. Program staff and community partners also provide recommendations based on participant experiences, training outcomes, and emerging workforce needs. Partner roles and responsibilities are defined through IEWorks' governing documents and, when applicable, formal agreements such as memoranda of understanding, service agreements, or partnership agreements. These documents identify responsibilities related to governance, funding, recruitment, training, work-based learning, participant support, data sharing, and employment opportunities. Additional partners participate through program planning meetings, referrals, technical assistance, and coordinated service delivery. This structure allows IEWorks to maintain clear accountability while remaining flexible enough to respond to changing workforce needs and expand regional participation.

Operations*

Explain how your collaborative operates in practice. Include your meeting cadence (e.g., monthly, quarterly), how engagement and attendance are tracked, average meeting attendance and the ways in which partners contribute time, resources, or expertise to support the collaborative's work. As part of your description, lift up any key leadership partners and the way in which they've supported the efforts.

IEWorks operates through regular Board and partner meetings, typically held monthly, with additional work sessions scheduled as needed to address funding, recruitment, training, internships, and employer engagement. Attendance and participation are documented through meeting agendas, roll calls, minutes, and program records. Meetings generally include representatives from a majority of the six participating water agencies, as well as invited workforce, education, nonprofit, and industry partners. Partners contribute in different but complementary ways. Water agencies provide industry expertise, identify workforce needs, host interns and trainees, connect participants with employment opportunities, and help shape program priorities. Education and workforce partners support outreach, career preparation, training alignment, and participant referrals. Nonprofit partners assist with case management, supportive services, barrier removal, and connections to public workforce funding. Partners also contribute staff time, meeting space, technical guidance, employer networks, and assistance identifying grants and other resources. IEWorks' water-agency leaders play a central role by serving on the Board, reviewing program progress, and making collective decisions regarding budgets, partnerships, and strategic direction. The Inland Empire Utilities Agency and West Valley Water District have provided particularly active leadership through Board participation, regional coordination, and support for expanding career pathways. JVS Bay Area also provided important early guidance by sharing lessons from BAYWORK, its established Bay Area water-workforce collaborative. More recently, Operation New Hope has helped explore opportunities to connect participants with supportive services, workforce funding, internships, pre-apprenticeships, apprenticeships, and long-term employment. Together, these contributions allow IEWorks to coordinate regional resources while remaining responsive to both participant and employer needs.

Goals and Purpose*

Describe why the coalition, collaborative or network exists and what the focus geographic area and target populations are. Also include any shared goals your group has and the collective actions you are taking to achieve them. Provide one or two examples that demonstrate joint impact or progress toward these goals. This can include collective action like joint grantwriting or achieving a milestone.

IEWorks exists to address workforce shortages in the Inland Empire's water and wastewater industry while creating equitable pathways to stable, family-sustaining careers. Established in 2020, the collaborative focuses on communities throughout San Bernardino and Riverside counties, particularly areas served by its six participating water agencies. Priority populations include students, young adults, displaced and underemployed workers, low-income residents, Medi-Cal members, and individuals from communities that have historically lacked access to public-sector and skilled infrastructure careers. Partners share the goals of increasing awareness of water-sector careers, reducing barriers to entry, aligning training with employer needs, expanding internships and apprenticeship pathways, and helping participants transition into long-term employment. Collective actions include coordinated outreach and recruitment, employer-informed training, work-based learning placements, supportive services, joint funding strategies, and direct engagement with water agencies regarding hiring needs and career opportunities. One example of collective progress is the expansion of IEWorks into a six-agency regional consortium. Participating agencies jointly contribute industry expertise, identify workforce needs, guide program priorities, and create opportunities for participants to gain practical experience within water and wastewater operations. This shared approach gives participants access to a broader employer network while helping agencies develop a stronger regional talent pipeline. A second example is the collaborative's work to pursue joint funding and service partnerships. IEWorks is coordinating with workforce and nonprofit partners to connect participants with case management, barrier-removal resources, internships, pre-apprenticeships, apprenticeships, and employment opportunities. These partnerships strengthen the program beyond training alone by helping participants overcome transportation, financial, and other challenges that can prevent them from entering or remaining in the industry.

Current Projects and Activities*

Please describe any current projects or activities that the coalition, collaborative or network is engaging in and the status of those activities.

IEWorks is currently focused on strengthening and expanding a regional workforce pathway into water and wastewater careers. Key activities include:

- **Regional employer engagement:** IEWorks continues to convene its six participating water agencies to identify workforce needs, align training with available career opportunities, and expand internships, job-shadowing, pre-apprenticeships, apprenticeships, and employment placements. This work is ongoing, with the collaborative also pursuing participation from additional regional water and wastewater employers.
- **Participant recruitment and career preparation:** Partners are developing coordinated outreach and referral strategies to reach students, young adults, displaced and underemployed workers, Medi-Cal members, and residents of underserved communities. Activities include career awareness, industry exposure, application assistance, work-readiness preparation, and connections to training opportunities.
- **Supportive services and barrier removal:** IEWorks is exploring a partnership with Operation New Hope and other workforce organizations to connect participants with case management, transportation assistance, workforce funding, and other resources that support program completion and employment retention. This activity is currently in the partnership-development and resource-alignment stage.
- **Funding and organizational sustainability:** The collaborative is jointly pursuing grants and other funding opportunities to expand programming and strengthen long-term capacity. A key priority is securing resources for a dedicated program manager who can coordinate participating agencies, manage partnerships, support participants, oversee placements, track outcomes, and lead continued fundraising. Grant development and partner outreach are underway.
- **Program infrastructure and evaluation:** IEWorks is refining its governance, partner responsibilities, participant pathway, and outcome-tracking systems. This includes developing consistent processes for referrals, placements, supportive services, employer feedback, and reporting. These improvements are in progress and will help the collaborative move from primarily partner-led coordination toward a more centralized and sustainable regional program.

List of Partners*

Upload the list of organizations and/or individuals that are part of the coalition, collaborative or network. While there is no formal template for this upload, it is recommended your list include the following information:

- Name of Organization
- Organization Website
- Role (e.g. General Member, Chair, etc.)

Please note that IEHPF staff may reach out to partners listed to confirm engagement in the coalition, collaborative or network.

Boardmembers.pdf

Charter

Please upload any supporting governance structure documents, if applicable. This can include MOU templates, charters, etc. If you do not have these, please skip this question.

IE Water Wastewater Apprenticeship Pathways Charter.pdf

Project Details

Project Name*

Please provide a short project title/description for the project/activity you're proposing for this grant opportunity. In your description you do NOT need to include the name of the coalition, collaborative or network.

IEWorks Water Careers Pathway Initiative

Total Project Budget Amount*

\$350,000.00

Amount Requested from IEHP Foundation*

This should not exceed \$75,000.

\$75,000.00

Project Budget

Upload the budget for this particular project. While there is no formal template for the budget, it should include:

- Revenue sources - including secured funding and pending funding
- Anticipated Expenses

OIT_Deployment_Project_Budget-FINAL.xlsx

Budget Narrative*

In your response, please include more details about what your group intends to spend the grant funds on, including general amounts and activity descriptions. Please note that IEHP Foundation funds are intended to be flexible to meet the needs of the group, build capacity and meet funding gap needs.

Example responses include:

- \$5,000 - Hire consultant to support strategic plan development.
- \$1,500 - Annual subscription fee for database software.

IEWorks intends to use the \$75,000 grant to strengthen the collaborative's operational capacity, support the upcoming deployment of its Operator-in-Training workforce program, and fill gaps not fully covered by membership dues or anticipated government grants.

- **\$45,000 – Program management and collaborative coordination:** Partially support the cost of a program manager responsible for coordinating the six participating water agencies, convening partners, managing the Operator-in-Training program, supporting participant placements, monitoring progress, developing partnerships, and pursuing long-term funding.
- **\$10,000 – Participant barrier-removal assistance:** Provide flexible assistance for childcare, transportation, licensing and certification fees, testing costs, required clothing or equipment, and other expenses that could prevent participants from completing training or accepting employment.
- **\$10,000 – Participant wage and work-based learning support:** Help offset a portion of participant wages during internships, pre-apprenticeships, apprenticeships, or Operator-in-Training placements when employer or workforce funding is unavailable or delayed.
- **\$3,000 – Bookkeeping and financial administration:** Cover approximately one year of bookkeeping support to manage grant expenditures, membership revenue, reimbursements, financial reporting, and compliance requirements.
- **\$4,000 – Outreach and recruitment:** Support community outreach, informational materials, digital communications, recruitment events, and engagement with schools, workforce organizations, and underserved communities.
- **\$3,000 – Data tracking, partner engagement, and evaluation:** Improve systems for tracking attendance, referrals, participant services, placements, certifications, employment outcomes, and partner contributions.

Total Request: \$75,000

Because other anticipated funding may be restricted or reimbursement-based, IEHP Foundation's flexible support would allow IEWorks to respond to immediate participant and operational needs while building the infrastructure necessary for long-term sustainability.

Project Plan*

Describe in detail your plan to implement this project/activity. Include in your description any key deliverables, dates/timeline for delivery and partners responsible for the action.

IEWorks plans to implement the IEWorks Water Careers Pathway Initiative, building on its successful internship and pre-apprenticeship programs. The project will strengthen the Operator-in-Training pathway and expand access to maintenance and other entry-level water careers. From January–February 2027, IEWorks will coordinate with water agencies, nonprofits, education, and workforce partners to confirm career pathways, training, certifications, partner roles, and enrollment procedures. From March–April, partners will recruit and enroll participants, assess their interests and barriers, and create individualized support plans. Participants will tour water agencies, treatment plants, and facilities to understand water sector workplaces and career options. From May–October, participants will receive vocational training, certification-test preparation, tutoring, and help with test registration and fees. They will also be connected to internships, pre-apprenticeships, and work-based learning. Support may include transportation, childcare, work clothing, tools, and protective equipment. From November–December, IEWorks will evaluate results, collect partner feedback, and develop a sustainability plan. Deliverables include recruitment and enrollment agency and facility tours; vocational and test-preparation support; expanded career pathways;

barrier removal assistance; and tracking of certifications, placements, completion, and employment outcomes.

Why is this project critical for your coalition, collaborative or network at this time?*

This capacity-building project is critical because IEWorks has reached an important stage of growth. The consortium has expanded to six water agencies and successfully implemented internship and preapprenticeship programs that produced multiple participant success stories. IEWorks is now positioned to strengthen its Operator-in-Training pathway and expand into maintenance and other entry-level water careers. However, its administrative and financial capacity has not kept pace with its growth. This need is timely because IEWorks plans to pursue an upcoming EPA water-workforce grant that could support vocational training, OIT placements, participant services, and regional partnerships. To compete for federal funding and manage a future award, IEWorks must strengthen its grant-writing, bookkeeping, compliance, reporting, partner-coordination, and planning systems. Membership fees provide an operating foundation but are insufficient to prepare a competitive federal proposal and administer a larger initiative. IEHP Foundation funding will help IEWorks coordinate members, formalize partner roles, develop a fundable program model, maintain compliance, and prepare grant materials. This investment will position IEWorks to leverage membership revenue, partner resources, and EPA funding to establish a sustainable regional water workforce pipeline.

What challenges may impact the success of this project, program or activity?*

In your response, please include any potential internal or external challenges your group may face in the next year that could potentially impact the success of this project or activity and how the group intends to navigate those potential challenges. Please especially consider how your group will navigate any pending funding sources that do not materialize.

Internal challenges include limited administrative capacity, competing demands on consortium representatives, and the need to strengthen bookkeeping, compliance, reporting, and coordination systems. Because IEWorks includes multiple independent agencies and partners, differences in budgets, hiring timelines, workforce needs, and approval processes could delay implementation. IEWorks will respond through regular meetings, defined partner roles, shared timelines, written procedures, improved financial systems, and progress monitoring. External challenges may include public-agency budget changes, limited OIT placements, difficulty securing partners to share wage costs, and changes in federal or philanthropic funding. The anticipated EPA workforce grant is important, but IEWorks will not depend on a single funding source. If EPA or other pending funding does not materialize, IEWorks will launch in phases, reduce initial placements, and prioritize activities supported by membership fees and in-kind contributions. IEWorks will pursue other government, workforce, and foundation grants; seek employer and nonprofit cost-sharing agreements; and leverage San Bernardino Valley College's training and recruitment capacity. This capacity-building project will provide the financial, compliance, and grant-development systems needed to diversify revenue and adapt without abandoning the program's long-term goals.

If IEHPF is unable to award the full requested amount, would your project still continue?*

Yes, but with significant modifications

Describe how not funding at the full amount would impact your project.*

Include in your response, briefly describe the following:

- How your group would modify or scale the project to fit a reduced award amount

- The minimum viable funding amount from the IEHPF
- How the project would remain sustainable

An award below the requested \$75,000 would require IEWorks to scale and phase the capacity-building project. At the full amount, IEWorks can strengthen grant writing, consortium coordination, bookkeeping, compliance, and launch readiness at the same time. Reduced funding would delay activities and limit professional support. IEWorks would prioritize bookkeeping, financial controls, compliance, and organizational filings because these systems are essential to maintaining good standing and managing grants. Remaining funds would support targeted grant writing and core consortium coordination. Broader fund development, partner outreach, and launch planning would be phased or supplemented through in-kind contributions. The minimum viable IEHP Foundation award is \$12,500. At this level, IEWorks could address urgent financial and compliance needs, maintain consortium coordination, and prepare at least one major workforce grant application. However, the timeline would be extended, and some launch activities would wait until additional funding is secured. The project would remain sustainable through tiered annual membership fees paid by water agencies, in-kind partner support, and a diversified grant strategy. Improved bookkeeping, compliance, and grant-writing systems will help IEWorks secure and manage future federal, state, workforce, and philanthropic funding.

Which IEHPF Systems Change goal category does your project align with?*

Please only select one.

- **SC Goal Category 1:** Strengthen communications and policy/advocacy efforts that promote positive health outcomes for children, youth and families in the Inland Empire.
- **SC Goal Category 2:** Strengthen the Inland Empire workforce to better address health access needs for children, youth and families in the Inland Empire.
- **SC Goal Category 3:** Improve population health outcomes for children, youth and families in the Inland Empire currently experiencing the poorest health outcomes.

SC Goal Category 2

Alignment and Sustainability

What IEHP Foundation priority population(s) does this project support?*

Select all that apply.

Communities experiencing poorest health outcomes (HPI < 25)

Communities with low-income

Rural or remote communities

Which Riverside County communities does your coalition, collaborative or network support?*

Please only mark the cities/communities that your group directly focuses on serving.

All - my group serves all communities in Riverside County

Which San Bernardino County communities does your coalition, collaborative or network support?*

Please only mark the cities/communities that your group directly focuses on serving.

All - my group serves all of San Bernardino County

Which IEHPF priority Vital Condition Action Areas does this project align with?*

Select all that DIRECTLY apply to this project. Please note that some of these action areas have been abbreviated in the response section due to character limitations of the system.

1. Basic Needs for Health & Safety

- a. Access to healthy food and nutrition services
- b. Reducing unhealthy behaviors and addictions
- c. Access to physical health services
- d. Access to mental health services

2. Meaningful Work & Wealth

- a. Access to education programs/career pathways for healthcare and social service workforce
- b. Access to education programs and job placement for community members who are under-insured, not insured or on Medi-Cal.
- c. Access to education programs/career pathways to upskill community members to high-wage and living wage careers

3. Humane Housing

- a. Access to safe living conditions for unhoused families
- b. Access to affordable housing for housing insecure
- c. Access to home ownership

Meaningful Work & Wealth: Healthcare & Social Service Workforce

Meaningful Work & Wealth: Education/job training for Medi-Cal

Meaningful Work & Wealth: Upskill to high-wage/living wage careers

Describe how this project helps your group support this population(s).*

In your response, detail any specific programs and direct or indirect services your group offers to this population that align with IEHPF's priority Vital Condition action areas and how this project will allow your group to offer more effective or efficient service deliver to this population in the short-term and long-term.

IEWorks supports Inland Empire residents, including people enrolled in or eligible for Medi-Cal, who face barriers to living-wage careers. Many have limited access to training, certifications, professional networks, and public-sector employment. IEWorks' internships, pre-apprenticeships, and Operator-in-Training programs align with IEHP Foundation's Meaningful Work and Wealth priorities by providing education, job training, career exposure, and pathways to higher-wage employment. Services include recruitment and enrollment, water-agency tours, training through San Bernardino Valley College, D1 and T1 certification preparation, internships and OIT placements, mentorship, and connections to entry-level water careers. These opportunities help participants gain skills and experience leading to jobs with living wages, benefits, and advancement. In the short term, this project will improve IEWorks' ability to coordinate consortium members, training partners, referrals, and workforce resources. Stronger grant-writing, bookkeeping, compliance, and planning systems will make services more efficient and prepare IEWorks for

expansion. Long term, IEWorks will be better positioned to fund training, partial OIT wages, and participant services; expand into maintenance and other entry-level roles; and serve more residents. Stable employment can improve income, health coverage, housing stability, and family well-being while helping water agencies build a skilled local workforce.

How will this project contribute to long-term sustainability of the coalition/collaborative/network?*

In other words, how will the impact of this project extend beyond the one-year grant lifecycle.

This project will strengthen the systems IEWorks needs to grow and manage larger workforce investments beyond the grant period. Improved bookkeeping, budgeting, financial controls, compliance, recordkeeping, and reporting will become permanent organizational infrastructure. These systems will allow IEWorks to manage membership revenue, grants, partner contributions, and workforce funding responsibly. Grant writing and fund-development support will create a diversified funding pipeline beyond annual water-agency membership fees. IEWorks will be better prepared to pursue the anticipated EPA workforce grant and other government, workforce-development, and philanthropic opportunities. Consortium coordination will formalize partner roles, referrals, cost-sharing strategies, and responsibilities for training, recruitment, OIT placements, and participant support. These agreements will help IEWorks leverage San Bernardino Valley College's training capacity, water-agency resources, and future nonprofit and workforce partnerships. After the grant year, IEWorks will sustain the work through tiered membership fees, in-kind partner support, and new funding secured through its grant strategy. The resulting program plan and infrastructure will support a repeatable workforce model and future investment in a dedicated program manager to coordinate participants, partners, placements, and outcomes.

Expected Outcomes - SC Goal Category 2

Which SC Goal 2 Indicator(s) of Success will your project measure?*

You must select at least 1 Indicator of Success but no more than 2 Indicators of Success. This response was copied from the LOI.

- **SC 2.1:** Increased diversity of the healthcare and social service workforce in the Inland Empire and/or increased enrollment/advancement in healthcare education and career pipelines.
- **SC 2.2:** Increased access and availability to education and workforce training programs and placement for community members to retain Medi-Cal/healthcare insurance.
- **SC 2.3:** Increased access and availability for community members to upskill to high-wage and living wage careers.

SC 2.3

Describe, in detail, the intended outcome for the SC 2 Indicator(s) of Success you selected above.*

IEHP Foundation realizes that systems change work may take longer than one year to realize full impact. Please consider what progress/impact your project can make on the goals within the one-year grant lifecycle.

In your response, please include:

- Expected type of change (e.g., healthcare pathway enrollments, increased medi-cal retention, new job training programs)

- Amount of change (e.g., # graduates, # community members placed in job, # enrolled in job training programs)
- Measurement tool (e.g., pre/post surveys, attendance records)

During the one-year grant period, IEWorks will increase access to training and work-based learning pathways that prepare Inland Empire residents for high-wage and living-wage careers in the water and wastewater industry. The project will prioritize Medi-Cal members, low-income residents, underemployed workers, young adults, and individuals who face barriers to entering public-sector and skilled infrastructure careers. IEWorks expects to:

- Recruit and provide career-navigation services to at least 30 community members.
- Enroll at least 20 participants in Operator-in-Training, internship, pre-apprenticeship, apprenticeship, certification, or related workforce preparation activities.
- Provide at least 15 participants with barrier-removal assistance, such as transportation, childcare, testing, licensing, required clothing, or equipment.
- Support at least 15 participants in completing a training or work-based learning activity.
- Connect at least 10 participants with paid internships, apprenticeships, Operator-in-Training assignments, or employment opportunities.
- Help at least eight participants obtain employment or advance into a higher-wage position within the water and wastewater sector.

Progress will be measured through participant intake forms, enrollment and attendance records, supportive-service records, certification and training-completion documentation, employer verification, placement records, and starting-wage information. Pre- and post-program surveys will measure changes in participants' career awareness, confidence, skills, and readiness to pursue water-sector employment. IEWorks will also conduct follow-up at approximately 30, 90, and 180 days after placement, when feasible, to assess employment retention and wage advancement.

Additional Information

Anything else you would like to share with IEHPF?

IEWorks was established in 2020 during the COVID-19 pandemic with financial support from DOE and the High Road Training Partnership. Its development included collaboration with JVS Bay Area and drew from the San Francisco Bay Area workforce model, BAYWORK. This foundation helped IEWorks adapt a collaborative water-workforce approach to Inland Empire residents and employers. Today, IEWorks connects residents seeking economic opportunity with water agencies seeking a qualified, diverse, and locally rooted workforce. The consortium coordinates resources that no single agency, college, or nonprofit could provide alone, including recruitment, training, certification preparation, career exposure, work-based learning, and placement. Water and wastewater careers are connected to public health. Employees operating and maintaining these systems help provide safe drinking water, sanitation, and essential infrastructure. Preparing local residents for these careers advances economic mobility and community well-being. IEWorks is building on a proven foundation. Its internship and pre-apprenticeship programs have produced participant success stories, and the consortium has grown to six water agencies. IEHP Foundation support would help transform these relationships, membership resources, and experience into the financial, compliance, and administrative infrastructure needed to pursue larger investments and sustain a regional workforce pipeline.

Process Feedback

Instructions: Your responses to the following questions are for learning purposes only and will not impact the evaluation of your application.

Approximately how many hours did it take your team to complete this application?

Please round to the nearest half hour.

Examples:

- If the application took 90 minutes to complete, type 1.5.
- If the application took 20 minutes to complete, type 0.5.
- If the application took 120 minutes to complete, type 2.0.

5.0

How did you hear about this grant opportunity?

Word of Mouth

If other source, please explain.

Operation New Hope

Additional Process Feedback

Please include any feedback on what worked well or could be improved in the application submission process. Your response is optional, should only focus on the application submission process and cannot exceed 1,500 characters

File Attachment Summary

Applicant File Uploads

- Boardmembers.pdf
- IE Water Wastewater Apprenticeship Pathways Charter.pdf
- OIT_Deployment_Project_Budget-FINAL.xlsx

IE Works Board Members

Title	Name	Agency	Term
President	 Gracie Torres	Western Municipal Water District (https://westernwaterca.gov/)	2
Vice President	 Susan Allen	CAL JRPIMA (https://calmutuals.org/)	2
Member	 Angela Garcia	West Valley Water District (https://wwwd.org/)	2
Secretary/ Treasurer	 Phil Paule	Eastern Municipal Water District (https://www.emwd.org/)	2
Member	 Jasmin Hall	Inland Empire Utility District (https://www.ieua.org/)	2

IE Works Board Members

MEMBERSHIP CHARTER - IEWorks

WHEREAS, the operational reliability of water and wastewater utilities depends on having both sufficient staffing in mission-critical classifications and staff who are sufficiently prepared to do their work; and

WHEREAS, retirements create a need for new qualified candidates and changing facilities, technologies and regulations create new training needs; and

WHEREAS, work with partners and stakeholders, such as community colleges and county workforce investment boards, can be accomplished most effectively on a regional basis; and

WHEREAS, collaboration among utilities in critical areas such as candidate development outreach and training, can be more cost-effective than individual efforts; and

WHEREAS, the Signatory organizations recognize the need for a unified effort in the area of workforce development;

NOW, THEREFORE, the undersigned organization agrees to join IEWorks, a workforce collaborative of water and wastewater agencies in the Inland Empire. The extent of participation shall be determined in the Signatory's sole discretion. The Signatory will pay the approved annual fee and work collaboratively with the other Signatories to achieve the following:

- Create a unified voice for Inland Empire water/wastewater agencies in workforce development plans that affect the region;
- Develop and implement programs and strategies that support development of high-performance workforces;
- Develop and implement cost-effective programs, including apprenticeships, internships, pre-apprenticeships and career awareness programs, that ensure sufficient numbers of qualified candidates who are prepared to meet responsibilities to customers, communities, and the environment;
- Build relationships with partners and stakeholders (e.g., educational institutions, government agencies and workforce development boards) to effectively implement these workforce development programs;
- Develop programs that enhance racial and gender equity and ensure equal opportunities in the workforce and bring the benefits of employment in the water sector to all the communities served by the Signatories.

The Signatories welcome other water/wastewater agencies in the Inland Empire to participate in IEWorks.

_____ Organization	_____ Name & Title
_____ Signature	_____ Date

OIT Deployment Project Budget

Proposed 12-Month Budget /

Budget Summary	Amount	% of Revenue
Total Project Revenue	\$350,000	100.0%
Total Administrative Costs	\$69,000	19.7%
Total OIT Deployment Costs	\$281,000	80.3%
Budget Balance	--	0.0%

Revenue	Amount	% of Total
Membership Sources	\$60,000	17.1%
IEHP Foundation Funding	\$75,000	21.4%
EPA Water Workforce Initiative Grant	\$215,000	61.4%
Total Revenue	\$350,000	100.0%

Costs	Annual Amount	% of Revenue
Project Management Fee	\$66,000	18.9%
Bookkeeping	\$3,000	0.9%
Total Administrative Costs	\$69,000	19.7%

OIT Deployment Allocation	Amount	% of Revenue
Barrier Removal Assistance	\$100,000	28.6%
Partial Payment of Participant Salaries	\$150,000	42.9%

Other OIT Deployment Costs	\$31,000	8.9%
Total OIT Deployment Allocation	\$281,000	80.3%

Planning assumption: The project period is 12 months. Grant revenue is anticipated and should be updated and should be aligned with the final OIT scope, participant counts, and approved grant cost categories.

Budget

IEWorks

Notes

Membership and anticipated grant funding

Management and bookkeeping

Barrier removal, participant wage support, and other direct deployment activities

Funding Status

Projected

Projected / Pending Award — see IEHP Request tab

Expected / Pending Award

Calculation

\$5,500 per month × 12 months

\$250 per month × 12 months

Management plus bookkeeping

Notes

Participant assistance for childcare, transportation, required licensing, certification fees, and testing costs

Wage or salary support for participants during eligible training, internship, pre-apprenticeship, apprenticeship, or work-based learning activities

Flexible balance for training, outreach, materials, participant support, and other approved implementation expenses

Total direct deployment costs

stated upon award confirmation. Direct-cost allocations are planning estimates

IEHP Foundation Fund

Proposed Use of Funds / Total

Budget Category	Amount	% of Request
Program Management and Collaborative Coordination	\$45,000	60.0%
Participant Barrier-Removal Assistance	\$10,000	13.3%
Participant Wage and Work-Based Learning Support	\$10,000	13.3%
Bookkeeping and Financial Administration	\$3,000	4.0%
Outreach and Recruitment	\$4,000	5.3%
Data Tracking, Partner Engagement, and Evaluation	\$3,000	4.0%
Total IEHP Foundation Request	\$75,000	100.0%

These grant-specific amounts are included within the corresponding categories of the full \$350,000 OIT Deployment

Funding Request

Funding Request: \$75,000

Purpose

Partially support a program manager responsible for coordinating the six participating water agencies, convening partners, managing the Operator-in-Training program, supporting participant placements, monitoring progress, developing partnerships, and pursuing long-term funding.

Provide flexible assistance for childcare, transportation, licensing and certification fees, testing costs, required clothing or equipment, and other expenses that could prevent participants from completing training or accepting employment.

Help offset a portion of participant wages during internships, pre-apprenticeships, apprenticeships, or Operator-in-Training placements when employer or workforce funding is unavailable or delayed.

Cover approximately one year of bookkeeping support to manage grant expenditures, membership revenue, reimbursements, financial reporting, and compliance requirements.

Support community outreach, informational materials, digital communications, recruitment events, and engagement with schools, workforce organizations, and underserved communities.

Improve systems for tracking attendance, referrals, participant services, placements, certifications, employment outcomes, and partner contributions.

ment Project Budget and should not be added again as separate project costs.



VIEW GRANT OPPORTUNITY

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EPA-OW-OWM-26-03

Innovative Water Infrastructure Workforce Development Grant

Environmental Protection Agency

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Environmental Protection Agency

- SYNOPSIS
- VERSION HISTORY
- RELATED DOCUMENTS
- PACKAGE

General Information



Document Type:	Grants Notice	Version:	Synopsis 2
Funding Opportunity Number:	EPA-OW-OWM-26-03	Posted Date:	Aug 19, 2026
Funding Opportunity Title:	Innovative Water Infrastructure Workforce Development Grant	Last Updated Date:	Sep 09, 2026
Opportunity Category:	Discretionary	Original Closing Date for Applications:	Oct 05, 2026
Opportunity Category Explanation:		Current Closing Date for Applications:	Oct 15, 2026
Funding Instrument Type:	Cooperative Agreement	Archive Date:	Nov 04, 2026
Category of Funding Activity:	Education	Estimated Total Program Funding:	\$ 10,800,000
Category Explanation:		Award Ceiling:	\$7,800,000
Expected Number of Awards:	15	Award Floor:	\$
Assistance Listings:	66.445 -- Innovative Water Infrastructure Workforce Development Program (SDWA 1459E)		
Cost Sharing or Matching Requirement:	No		

Eligibility

Eligible Applicants:	Others (see text field entitled "Additional Information on Eligibility" for clarification)
Additional Information on Eligibility:	See Section 2 of the full announcement for eligibility information.

Additional Information

Additional Information

Agency Name: Environmental Protection Agency

Description: The U.S. Environmental Protection Agency (EPA) is soliciting applications under the authority of the Safe Drinking Water Act (SDWA) section 1459E to accelerate career pipelines in the water utilities sector and provide access to water utility workforce opportunities. This action advances the Administration's priorities, including the goals of Make America Healthy Again, by focusing on building the nation's water workforce which is critical to ensuring public health and environment protection. Consistent with the law, this action will help inform people about the role of water and wastewater utilities in their communities and increase the awareness of water utility career opportunities.

The purpose of this funding opportunity is to support expanding career opportunities in the drinking water and wastewater utility sector and elevating public awareness about jobs in the water workforce. Eligible applicants under this funding opportunity are Institutions of Higher Education (IHEs), nonprofit organizations, and public works departments and agencies. Eligible activities include apprenticeship and internship programs, education programs designed for elementary, secondary, and higher education students, regional industry collaborations, and training programs designed to support decentralized workforce. Efforts should aim for measurable results and clearly show tangible benefits for water systems and communities. The proposed activities support the Agency's Powering the Great American Comeback Initiative's Pillar 1: Clean Air, Land, and Water for Every American. Examples include training individuals through an apprenticeship program and placing them into water sector jobs, training individuals for industry accreditation, and developing collaborations with community colleges, technical schools, utilities to address the water utility employment needs.

Link to Additional Information:

Grantor Contact Information: If you have difficulty accessing the full announcement electronically, please contact:

Technical Contact: Hana Abate; WaterWorkforceNOFO@epa.gov

Eligibility Contact: Hana Abate; WaterWorkforceNOFO@epa.gov

Electronic Submissions Contact: Grants.gov: support@grants.gov; 1-800-518-4726

WaterWorkforceNOFO@epa.gov

Similar Opportunities (identified by AI)

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R26AS00052

23-598

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FOR-FD-24-009

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Inland Empire Works

Strengthening our Water/Wastewater Workforce

aka: *IEWORKS*

Platinum
Transparency
2026

Candid.

EIN 88-3447136

Location Long Beach, CA, United States

Year founded 2020

Ruling year 2024

President Gracie Torres

IRS subsection 501(c)(3) Public Charity | Subtype:
Section 509(a)(1) organization as
referred to in Section 170(b)(1)(A)(vi)

Organization type Public charities

✔ **Contribution tax deductible**
as of September 10, 2026

✔ **IRS BMF 501(c)(3) Public Charity**
as of September 8, 2026

CA Attorney General registry
No information is available

CA Franchise Tax Board
No information is available

 **Compliance report (Charity Check)**

Mission

Inland Empire Works (IEWorks) is devoted to strengthening the water/wastewater workforce by creating equitable pathways to water/wastewater careers. In collaboration with community partners and water agencies, IEWorks aspires to train and employ future water professionals.

IRS filing requirement

This organization is required to file an IRS Form 990 or 990-EZ.

Our focus

Subject area

-  Community and economic development
- Job creation and workforce development
 - Job training

NTEE codes

Employment Training (J22)

Geographic area served

Inland Empire (region in United States)

Population served

General population

Contact

Primary contact

Gracie Torres

President

Gracie@ieworks.org

Mailing address
<https://www.ieworks.org>

Primary address
3767 Worsham Ave
Long Beach, CA 90808
United States

Congressional district: California Congressional District 42

Program

What we aim to solve

IEWorks will increase the number of highly qualified candidates for mission-critical positions in the water/wastewater industry, while ensuring economic equity across the Inland Empire. IEWorks will develop a diverse talent pipeline through apprenticeship, internship and career awareness opportunities.

Total programs

2

IEWorks Pre-Apprenticeship Program

Pre-apprenticeship prepares students to enter and succeed in a Registered Apprenticeship program. A pre-apprenticeship program, by definition, has a documented partnership with at least one Registered Apprenticeship program.

Subject area: Job creation and workforce development
Population served: Ethnic and racial groups | General population
Geographic area served: Inland Empire (region in United States)

IEWorks Internship Program

Internships are opportunities for students to enhance their classroom learning by obtaining practical real-world work experience at a water agency. IEWorks offers paid internships for community college students enrolled in industry-related trades programs at participating IEWorks. Applicants must be over 18 years old and have completed at least 1-2 semesters of related trades-specific courses to be eligible.

Subject area: Job creation and workforce development
Population served: General population
Geographic area served: Inland Empire (region in United States)

Program results

IEWorks Internship Program

Program Participants

Year	Total impact
2025	5

Impact

Goals

What we **aim to solve**?

IEWorks will increase the number of highly qualified candidates for mission-critical positions in the water/wastewater industry, while ensuring economic equity across the Inland Empire. IEWorks will develop a diverse talent pipeline through apprenticeship, internship and career awareness opportunities.

What is the organization **aiming to accomplish**?

Regional Training Workforce Consortium Build a regional training workforce consortium that includes water/wastewater agencies, labor, educational institutions, and community organizations. High-Quality Training Deliver high-quality training leading to in-demand jobs in maintenance and operations (ex. Water Operators), using proven models like apprenticeship, internship and career awareness. Economic Equity Address economic equity by prioritizing workers in communities where there is a disproportionate burden of income and environmental inequality including women, workers from the Black and Latinx communities, transition age youth, and those re-entering the workforce.

What are the organization's **key strategies** for making this happen?

IEWorks' strategic roadmap focuses on building an equitable and sustainable workforce pipeline for the Inland Empire's water and wastewater industry. Its primary goals are to increase access to entry-level careers, reduce employment barriers, expand diversity in mission-critical occupations, develop new career pathways, and strengthen long-term funding and regional partnerships. Initial priorities include coordinating with water agencies to identify upcoming internships, trainee positions, apprenticeships, and other entry-level opportunities. IEWorks will evaluate training models connected to these positions, identify barriers that prevent applicants from being hired, and create accessible career pathway information. The organization will also compare community demographics with participating agencies' workforces to identify gaps in recruitment and representation. Over the next phase, IEWorks plans to graduate at least 25 students from community college water programs, update its regional labor market assessment, and develop training that responds to emerging workforce needs. The organization aims to increase the number of participating agencies, expand employer-supported recruitment and wage subsidies, and secure additional funding for training, apprenticeships, and incumbent workers. IEWorks will also explore expansion into the Inland Empire's desert communities. Programs will increasingly prepare participants for critical occupations beyond water system operators, including mechanical and other technical positions transferable across the water, transportation, and automotive sectors. IEWorks will align its outreach and training with agency hiring needs, high school career technical education programs, and community college coursework, giving participants access to career awareness, technical education, mentorship, and work-based learning. Long-term goals include increasing the number of agencies regularly hiring interns, trainees, and apprentices; expanding the consortium from six to 12 signatory agencies; and ensuring participants reflect the Inland Empire's diversity. Outreach will prioritize women, formerly incarcerated workers, and other underrepresented communities while addressing their distinct needs. IEWorks will also support participating agencies in developing inclusive workplace cultures and provide opportunities for water and wastewater agencies of all sizes to participate. To sustain this work, IEWorks intends to expand training capacity and generate 25% of its operating budget through grants, fees, fundraising, and other flexible revenue sources. This funding will support expanded programming, incumbent-worker training, regional growth, and a more diverse and prepared water and wastewater workforce.

Results

IEWorks Internship Program
Program Participants

Year	Total impact
2025	5

How we listen

How is your organization using feedback from the people you serve?

- To understand people's needs and how we can help them achieve their goals
- To strengthen relationships with the people we serve
- To identify where we are less inclusive or equitable across demographic groups
- To inform the development of new programs/projects

Which feedback practices does your organization routinely carry out?

- We take steps to get feedback from marginalized or under-represented people
- We aim to collect feedback from as many people we serve as possible
- We take steps to ensure people feel comfortable being honest with us
- We look for patterns in feedback based on demographics (e.g., race, age, gender, etc.)

What challenges does your organization face in collecting feedback from the people you serve?

- It is difficult to get the people we serve to respond to requests for feedback
- We don't have any major challenges to collecting feedback

Board leadership practices

Board Orientation & Education

Does the board conduct a formal orientation for new board members and require all board members to sign a written agreement regarding their roles, responsibilities, and expectations?

No

CEO Oversight

Has the board conducted a formal, written assessment of the chief executive within the past year?

No

Ethics & Transparency

Have the board and senior staff reviewed the conflict-of-interest policy and completed and signed disclosure statements within the past year?

Yes

Board Composition

Does the board ensure an inclusive board member recruitment process that results in diversity of thought and leadership?

Yes

Board Performance

Has the board conducted a formal, written self-assessment of its performance within the past three years?

No

Note: Candid worked with BoardSource, the national leader in nonprofit board leadership and governance, to create this section.

UN Sustainable Development Goals



People

Leadership

President

Gracie Torres

✉ Gracie@ieworks.org

Board members

as of 8/31/2026

Angela Garcia

West Valley Water District

Gracie Torres

Western Municipal Water
District

Jazmin Hall

Inland Empire Utilities Agency

Staff

Dianne Landeros

Bookkeeper

Contact

Primary contact

Gracie Torres

President

Gracie@ieworks.org

Compensation

Officers, directors, trustees, and key employees

There are no Officers, directors, trustees, and key employees recorded for this organization.

Highest paid employees

There are no highest paid employees recorded for this organization.

Contractors

There are no contractors recorded for this organization.

Fundraisers

There are no fundraisers recorded for this organization

Demographics

SOURCE: Self-reported; last updated 8/31/2026

This organization's leader identifies as:

Hispanic/Latino/Latina/Latinx

Female

Race & ethnicity

	Board members	Senior staff	Staff
Total	5	0	0
Asian / Asian American	0	0	0
Black / African American	1	0	0
Hispanic / Latino / Latina / Latinx	3	0	0
Middle Eastern / North African	0	0	0
Multi-racial / multi-ethnic (2+ races / ethnicities)	0	0	0
Native American / American Indian / Alaska Native / Indigenous	0	0	0
Native Hawaiian / Pacific Islander	0	0	0
White / Caucasian / European	1	0	0
Decline to state	0	0	0
Other	0	0	0
Unknown	0	0	0

Gender identity

	Board members	Senior staff	Staff
Total	5	0	0
Female	5	0	0
Male	0	0	0
Non-binary	0	0	0
People who prefer to identify with another gender identity	0	0	0
Decline to state	0	0	0
Unknown	0	0	0



Riverside County Agency Name	Priority Tier	IEWorks Tier	Estimated Employee Count	Potential Annual Revenue
Eastern Municipal Water District (EMWD)*	1	3	620	\$10,000.00
Western Municipal Water District (WMWD)	1	2	172	\$6,000.00
Elsinore Valley Municipal Water District (EVMWD)	2	2	168	\$6,000.00
Rancho California Water District	2	2	149	\$6,000.00
Coachella Valley Water District (CVWD)	1	3	570	\$10,000.00
Mission Springs Water District (MSWD)	3	1	39	\$2,000.00
Cabazon County Water District	3	1	6	\$2,000.00
Chiriaco Summit County Water District	3	1	9	\$2,000.00
Home Gardens County Water District	3	1	13	\$2,000.00
Idyllwild Water District	3	1	10	\$2,000.00
Lake Hemet Municipal Water District	2	2	49	\$6,000.00
Pine Cove Water District	3	1	8	\$2,000.00
Pinyon Pines County Water District	3	1	25	\$2,000.00
Beaumont-Cherry Valley Water District	2	2	39	\$6,000.00
Palo Verde Irrigation District	3	2	83	\$6,000.00
Riverside Public Utilities	1	3	400	\$10,000.00
Jurupa Community Services District	1	3	287	\$10,000.00
Rubidoux Community Services District	1	1	12	\$2,000.00
Desert Water Agency	1	2	85	\$6,000.00
Riverside County Flood Control & Water Conservation District	2	3	239	\$6,000.00
				\$104,000.00

San Bernardino County Agency Name	Priority Tier	IEWorks Tier	Estimated Employee Count	Potential Annual Revenue
Inland Empire Utilities Agency (IEUA)*	1	3	330	\$10,000.00
San Bernardino Valley Municipal Water District (SBVMWD)*	1	3	250	\$10,000.00
West Valley Water District*	1	2	68	\$6,000.00
East Valley Water District	1	2	73	\$6,000.00
San Bernardino Municipal Water Department	1	3	250	\$10,000.00
Cucamonga Valley Water District	1	3	120	\$10,000.00
Monte Vista Water District	2	2	37	\$6,000.00
Fontana Water Company	3	3	116	\$6,000.00
Ontario Municipal Utilities Company	2	3	130	\$10,000.00
City of Upland Water Department	2	N/A	N/A	
Rialto Water Services	3	1	8	\$2,000.00
Yucaipa Valley Water District	2	2	75	\$6,000.00
				\$82,000.00
Agency Name	Priority Tier	IEWorks Tier	Employee Count	Potential Annual Revenue
Metropolitan Water District	1	3	2087	\$10,000.00
CalMutuals	1	3	N/A	N/A
				\$10,000.00

Join IEWorks

**Building Pipelines for Water.
Creating Pathways for People.**

ABOUT THE PROGRAM

IEWorks is a regional workforce development consortium committed to building a stronger, more inclusive talent pipeline across the Inland Empire.

By joining, agencies gain access to resources, partnerships, and strategies designed to meet today's workforce challenges and prepare for tomorrow's opportunities.

WHY JOIN THE CONSORTIUM?

- ✓ **Collaborative Power**
Partner with agencies, educators, employers, and community organizations to amplify impact.
- ✓ **Talent Pipeline Development**
Access programs, trainings, and tools to recruit, train, and retain a skilled local workforce.
- ✓ **Shared Resources**
Leverage best practices, research, and funding opportunities as part of a collective.
- ✓ **Regional Impact**
Shape workforce solutions that strengthen the Inland Empire's economic future.

GET INVOLVED TODAY!

Help us build a resilient, skilled workforce for the Inland Empire. Together, we can create opportunities, strengthen communities, and drive economic growth.

For questions or additional information, please contact info@ieworks.org.

For more information, visit ieworks.org

WHO SHOULD JOIN?

Government agencies
Workforce development boards
Educational institutions
Community-based organizations
Employers & Industry Leaders



Strengthening our Water/Wastewater Workforce