

# GUARDIA SANFRAMONDI 2035

## Document 10

### Workforce Development and Skilled Trades Strategy

A practical strategy for building the labor, contractor, training, maintenance, and small-business capacity needed to restore buildings, support buyers, maintain public spaces, and make the Guardia 2035 program implementable.

Purpose	Scope	Use
Turn the skilled-labor shortage from a project risk into a workforce, training, and entrepreneurship opportunity.	Masons, electricians, plumbers, roofers, tile workers, carpenters, painters, geometri, architects, maintenance crews, project managers, trainees, and small businesses.	For Comune discussion, contractor outreach, training-provider coordination, buyer confidence, grant alignment, and implementation planning.

**Draft status:** This is a working civic planning document. It is not a legal, labor-law, procurement, tax, licensing, safety, engineering, or grant-application opinion. Before adoption, each action should be reviewed by the Comune, qualified training bodies, legal advisors, employment offices, professional associations, safety bodies, and funding specialists.

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## 1. Executive Summary

The Guardia Sanframondi 2035 program will not succeed only because there is public interest, international attention, available houses, artists, wine, olive oil, or funding opportunities. It will succeed only if the town can turn those opportunities into completed work: buildings stabilized, homes restored, studios opened, public spaces maintained, signs installed, streets cleaned, lights repaired, stairways improved, and buyers supported through realistic renovation processes.

The most important bottleneck is implementation capacity. A serious one-euro-house and centro storico revitalization program will create demand for masons, plumbers, electricians, roofers, tile workers, carpenters, painters, geometri, architects, engineers, project managers, maintenance crews, translators, administrative support, and public-space upkeep. If this labor pipeline is weak, the program risks slow renovations, inflated costs, buyer frustration, unsafe work, abandoned projects, and public disappointment.

The recommended strategy is to build a practical workforce ecosystem: a contractor registry, a restoration workforce roundtable, training partnerships, buyer-support tools, maintenance crews, apprenticeship-style opportunities, and small-business formation support. The goal is not only to restore houses. The goal is to create local and regional economic activity around restoration, maintenance, heritage skills, tourism support, and long-term stewardship.

Core recommendation	Why it matters	First action
Create a Guardia contractor and professional registry.	Buyers, owners, funders, and the Comune need a clearer picture of available trades and professional capacity.	Launch a voluntary registry for trades, technicians, professionals, suppliers, and maintenance providers.
Convene a restoration workforce roundtable.	The labor shortage cannot be solved by one office alone; it requires training bodies, contractors, professionals, employment offices, and owners.	Invite Formedit/CFS/ANCE, geometri, local contractors, Comune staff, CPI/employment contacts, and property-owner representatives.
Connect training to real sites.	Classroom training alone will not build confidence or restore buildings; Guardia needs supervised pilot work and documentation.	Identify safe, non-critical pilot sites for cleaning, documentation, minor maintenance, and supervised demonstration work.
Use entrepreneurship incentives.	Young people and returning residents may need support to start businesses in trades, maintenance, hospitality, and restoration services.	Create a business clinic linked to Resto al Sud 2.0, ON Nuove Imprese, Cultura Cresce where relevant, and local advisory support.

## 2. Strategic Thesis

The strategic thesis is simple: Guardia should treat restoration work, maintenance, and skilled trades as an economic-development pillar, not merely as a technical problem. Every abandoned building, difficult stairway, leaking roof, unsafe facade, missing railing, damaged drain, and underused space represents both a challenge and a work opportunity.

If Guardia attracts buyers without building labor capacity, the program can become frustrating and expensive. If Guardia builds labor capacity before and during promotion, the program can create jobs, support young people, help returning residents, improve buyer confidence, and make public investments last longer.

- Property activation requires reliable workers and professional support.
- Access and mobility improvements require engineers, builders, installers, electricians, lighting crews, and maintenance teams.
- Creative Quarter spaces require safe basic repairs, utilities, cleaning, fire/life-safety review, and ongoing upkeep.
- University and field-school partnerships require local technical supervision and defined work scopes.
- Wine, olive oil, tourism, and events require maintenance, signage, hospitality support, transport coordination, and facility readiness.

- The Historic Center Conservancy will need predictable maintenance labor, not only volunteers.

### 3. Why Workforce Capacity Is the Decisive Constraint

The existing planning work has already identified a shortage of masons, plumbers, electricians, roofers, tile workers, construction labor, and long-term maintenance capacity. This is not a side issue. It affects every other part of the program.

Program area	Workforce dependency	Failure risk if ignored
One-euro-house program	Surveying, cost estimates, structural checks, utilities, roof work, permits, restoration work, project management.	Buyers lose confidence; properties remain stalled; publicity turns negative.
Mobility, parking, and lifts	Engineering, construction, electrical systems, lighting, paving, handrails, shuttle operations, maintenance.	Feasibility studies do not become built projects; infrastructure degrades.
Creative Quarter	Cleaning, repairs, basic safety, lighting, wiring, accessible routes, event setup, maintenance.	Studios and galleries remain irregular, unsafe, or too hard to operate.
University partnerships	Supervised fieldwork, documentation, preservation skills, technical mentors, site logistics.	Programs become theoretical instead of producing practical value.
Agriculture and tourism	Maintenance, route signage, hospitality services, transport, small construction, facility upgrades.	Visitor experience stays fragmented and hard to scale.
Public-space upkeep	Cleaning, minor repairs, drainage, lighting, steps, railings, signs, seasonal preparation.	Public investment fades and residents lose trust.

### 4. Core Labor Needs

The program should begin by mapping the actual labor and professional capacity available locally and regionally. The registry should not imply official endorsement, but it should help the Comune, property owners, buyers, associations, and partners understand where capacity exists and where gaps are severe.

Category	Needed for	Possible registry fields
Masons and stone workers	Stone walls, stairs, facades, structural repairs, traditional materials, retaining features.	Experience with historic masonry, availability, areas served, languages, insurance/safety status where applicable.
Roofers and waterproofing trades	Roof repair, water intrusion, gutters, terraces, damp prevention.	Specialties, emergency availability, historic-center access constraints.
Plumbers and electricians	Basic habitability, studios, coworking, events, kitchens, bathrooms, lighting, safety.	Licensing/qualification status, retrofit experience, appointment process.
Tile, plaster, paint, carpentry	Interior restoration, rental readiness, studio fit-out, small hospitality spaces.	Portfolio/examples, estimated lead times, material capabilities.
Geometri, architects, engineers	Permits, surveys, structural checks, cost estimates, feasibility studies, compliance.	Languages, historic-center experience, municipal-process experience.
Project managers / coordinators	Buyer support, renovation sequencing, contractor coordination, budget tracking.	Services offered, fee model, language capacity.
Maintenance crews	Cleaning, steps, lighting reports, handrails, public-space upkeep, seasonal readiness.	Routine service scope, emergency contacts, equipment, staffing.
Suppliers and logistics	Materials, scaffolding, transport, waste, small equipment, deliveries.	Delivery rules, storage options, historic-center access limits.

### 5. Strategic Pillars

Pillar	Purpose	First product
Pillar 1 - Workforce Mapping	Identify existing trades, professionals, suppliers, maintenance providers, and	Guardia contractor/professional registry and gap analysis.

Pillar	Purpose	First product
	training capacity.	
Pillar 2 - Buyer Confidence	Give property buyers a clearer path from interest to realistic renovation planning.	Buyer renovation pathway guide and professional referral protocol.
Pillar 3 - Training Pipeline	Connect young people, returning residents, unemployed workers, and trainees to restoration and maintenance skills.	Restoration workforce roundtable and training pilot concept.
Pillar 4 - Business Formation	Help eligible entrepreneurs start trades, maintenance, hospitality, and restoration-support businesses.	Grant/incentive screening clinic.
Pillar 5 - Maintenance System	Create a practical labor model for routine centro storico upkeep.	Maintenance task list, service zones, sponsorship/adoption model.
Pillar 6 - Quality and Safety	Reduce unsafe work, unrealistic pricing, informal arrangements, and reputational damage.	Minimum information standards, disclaimer protocol, and technical review rules.

## 6. Contractor Registry and Buyer Confidence System

The contractor registry should be designed carefully. It should not become a promise, endorsement, guarantee, or legal responsibility for the Comune. It should be a transparent information tool that helps people identify categories of providers and understand the renovation process.

Registry component	Description	Safeguard
Trade category pages	Separate categories for masonry, roofing, plumbing, electrical, carpentry, tile, painting, geometri, architects, engineers, project managers, maintenance, and suppliers.	State clearly that listing is informational and does not replace due diligence.
Minimum information form	Collect contacts, service area, languages, specialties, documents the provider chooses to share, and capacity constraints.	Do not publish private data without consent.
Buyer pathway guide	Explain steps: property review, technical inspection, cost estimate, permit review, contractor quotes, timeline, contingency, maintenance obligations.	Avoid promises of fixed renovation costs before inspection.
Request-for-quote template	Help owners ask contractors for comparable quotes and clear scopes.	Recommend written quotes, defined exclusions, payment schedule, and professional review.
Professional support list	Identify geometri, architects, engineers, notaries, translators, and project managers where relevant.	Do not imply legal advice or official approval.
Complaint / feedback channel	Allow recurring issues to be identified privately and responsibly.	Use due process and avoid publishing accusations without verification.

The registry should also support local professionals. A well-designed registry can help small businesses become visible to buyers, identify demand, and justify training or hiring. It can also show funders that Guardia understands implementation capacity rather than only marketing.

## 7. Training and Field-School Pipeline

Guardia should not try to build a new training institution from scratch at the beginning. The smarter first step is to partner with existing construction training, safety, vocational, university, and employment systems, then offer the centro storico as a real-world learning site.

Training lane	Best use	Potential partners / tools	Pilot action
Construction safety and basic skills	Entry-level construction readiness, safe-site behavior, basic tools, restoration awareness.	Formedil Benevento, CFS Benevento, accredited training bodies, CPI/employment offices.	Request a Guardia Centro Storico Restoration Training Pilot.

Training lane	Best use	Potential partners / tools	Pilot action
Historic masonry and preservation	Traditional materials, documentation, stonework awareness, minor non-structural demonstration projects.	Universities, preservation field schools, technical schools, professional mentors.	Create a supervised documentation and demonstration week.
Electrical/plumbing retrofit awareness	Understanding historic-building constraints and modern utility needs.	Qualified trades, professional associations, technical schools.	Hold contractor/professional workshop on common renovation problems.
Maintenance crew training	Cleaning, reporting hazards, minor repairs, vegetation control, event setup, signage checks.	Comune, conservancy, local associations, employment programs.	Define a paid or sponsored pilot maintenance crew.
Project coordination skills	Scheduling, buyer communication, quote tracking, grant documentation, photo documentation.	Comune, associations, universities, private mentors.	Create a part-time project assistant internship or service contract.
Hospitality and restoration support	Short-stay readiness, basic property checks, cleaning, guest support, small repairs.	Local businesses, tourism operators, training agencies.	Connect restored properties and studios to support services.

- Training must be realistic and site-safe; trainees should not perform structural or regulated work without qualified supervision.
- Pilot projects should begin with documentation, cleaning, mapping, small non-critical repairs, signage, and maintenance tasks before moving into complex restoration.
- The program should produce visible outputs: before/after photos, maintenance logs, route improvements, training certificates where applicable, and public presentations.
- University programs can contribute documentation and research, but local technical professionals must control safety and compliance decisions.

## 8. Business Formation and Entrepreneurship

The labor strategy should support new and expanded businesses. Guardia should use restoration demand to encourage eligible entrepreneurs, young people, women-led businesses, returning residents, and existing small firms to explore trades, maintenance, project coordination, hospitality support, and creative-production services.

Business type	Why it is needed	Support pathway
Small restoration contractor	Demand for masonry, finishes, roof work, interiors, and property activation.	Screen for Resto al Sud 2.0, ON Nuove Imprese, local mentoring, safety training.
Maintenance and property-care service	Foreign and seasonal owners need routine checks, cleaning, small repairs, and reporting.	Business clinic, service templates, subscription model, conservancy contracts.
Project coordination / buyer support	International buyers need help sequencing inspections, quotes, permits, contractors, and timelines.	Training, professional partnership, clear disclaimer rules.
Studio / gallery fit-out services	Creative Quarter spaces need affordable basic improvements.	Link artists, landlords, trades, and small cultural-enterprise support.
Hospitality support services	Guesthouses, retreats, student programs, and events need cleaning, check-in, transport, small repairs.	Tourism training, business incentives, cooperative services.
Materials and logistics support	Historic-center delivery, storage, scaffolding, debris, and supplies are difficult.	Explore shared logistics, supplier agreements, access rules, and scheduling.

## 9. Maintenance Workforce and Conservancy Services

Maintenance is not glamorous, but it is essential. A revitalized historic center will fail if stairs, drains, lighting, railings, signs, piazzas, small green areas, and cleaned spaces are not maintained consistently. The workforce

strategy should therefore include a maintenance labor model connected to the future Historic Center Conservancy or similar civic structure.

Maintenance task	Possible delivery model	Funding / support logic
Route cleaning and litter removal	Comune crews, contracted service, association support, sponsored days.	Municipal baseline plus sponsorship/adopt-a-route model.
Step, handrail, and lighting reporting	Maintenance crew logs problems and reports to technical office.	Conservancy coordination; public safety prioritization.
Vegetation and drainage checks	Seasonal maintenance crew and technical follow-up.	Municipal funds, territory safety funds where eligible, sponsorship.
Signage and wayfinding upkeep	Assigned maintenance responsibility after installation.	Include upkeep cost in original project budget.
Event setup and cleanup	Paid event support team, volunteers only as supplement.	Event budgets, ticket revenue, sponsor support.
Vacant-property exterior monitoring	Owner-funded or conservancy-coordinated checks where legally possible.	Memberships, service fees, owner agreements.

The guiding rule should be: no new public-space improvement should be approved without a maintenance owner, maintenance schedule, and annual upkeep estimate.

## 10. Restoration Standards, Safety, and Quality Control

A workforce strategy must protect people and protect the town. Guardia should encourage restoration and entrepreneurship, but not at the expense of safety, legal compliance, worker protection, historic fabric, or buyer trust.

Standard / control	Purpose	How to apply
Green/Yellow/Red property readiness link	Match buyer promotion to technical and workforce reality.	Only promote Green-ready properties publicly; use Yellow and Red for internal preparation.
Written scope of work	Reduce misunderstandings between owners and contractors.	Provide templates for quotes, exclusions, milestones, and change orders.
Qualified professional review	Ensure structural, permit, and regulated systems receive proper review.	Refer owners to geometri/architects/engineers/trades as appropriate.
Safety-first training	Prevent unsafe volunteer or trainee work.	Require qualified supervision and avoid structural/high-risk work in pilots.
Photo documentation	Build transparency and proof of progress.	Use before/during/after photos for pilot work and grant reporting.
No false cost promises	Protect the program from unrealistic marketing.	Use ranges, inspection requirements, contingencies, and disclaimers.

## 11. Partner Matrix

Partner type	Potential role	First ask
Comune / technical office	Define priorities, access rules, public-space maintenance needs, property-readiness process, and coordination structure.	Designate staff liaison for workforce and contractor registry.
Formedil Benevento / CFS Benevento	Construction training, safety, restoration-skills pilot, course alignment.	Request exploratory meeting for Guardia Centro Storico Restoration Training Pilot.
ANCE / construction associations	Contractor outreach, capacity mapping, technical feedback, business participation.	Invite to restoration workforce roundtable.
Geometri, architects, engineers	Permits, feasibility, technical inspections, restoration planning, buyer support.	Create professional-support registry and technical FAQ.
CPI / employment services / GOL-related actors	Training and employment pathways for unemployed or reskilling workers.	Identify eligible workforce programs and training routes.
Universities and field schools	Documentation, preservation learning, planning studios, rural development research.	Link workforce strategy to field-school project sheets.

Partner type	Potential role	First ask
Local associations and conservancy	Maintenance pilots, volunteer coordination, sponsorships, event support.	Define maintenance tasks suitable for civic support versus professional work.
Private property owners and foreign owners	Renovation demand, maintenance subscriptions, project feedback, funding support.	Survey needs and willingness to use registered providers or maintenance services.

## 12. Funding and Capital Stack

The workforce strategy should combine public workforce programs, training funds, municipal seed funding, private-business incentives, buyer-paid services, conservancy memberships, and project-specific grants. The Comune should not attempt to pay for every job directly; it should create the conditions for a stronger market and better coordination.

Funding lane	Best use	Likely applicant / lead	Notes
Bilancio Partecipato / municipal seed funding	Registry setup, workforce roundtable, buyer guide, pilot maintenance tasks.	Residents/associations/Comune depending on rules.	Low-cost seed that can unlock larger programs.
Programma GOL / regional employment tools	Training and reskilling pathways, job readiness, employment support.	Training bodies, employment services, eligible participants.	Coordinate with CPI and accredited providers.
Erasmus+ / education partnerships	Adult learning, restoration skills exchange, heritage documentation, youth learning.	Training body, association, school, Comune/partners.	Useful for structured learning projects, not direct construction subsidy.
Fondo Piccoli Comuni / regional infrastructure programs	Public-space safety, access, lighting, stairs, productive-activity support where eligible.	Comune.	Workforce component should be embedded in larger capital projects.
Invitalia / Resto al Sud 2.0 / ON Nuove Imprese	New trades businesses, maintenance firms, hospitality support, youth/women-led services.	Eligible entrepreneurs.	Requires business screening and professional advice.
Conservancy memberships and sponsorships	Routine maintenance, small tools, route adoption, public-space care.	Conservancy/association.	Should supplement, not replace, core municipal obligations.
Buyer-paid services	Inspections, renovation project management, maintenance subscriptions, cleaning, property checks.	Private owners and providers.	Creates market demand and reduces reliance on public funds.

## 13. Implementation Structure

The workforce strategy should sit under the broader Guardia 2035 governance model. It should not be a loose conversation. It needs clear ownership, simple deliverables, and recurring review.

Role	Responsibilities	Suggested cadence
Revitalization Coordinator	Maintain registry, schedule roundtables, track training leads, coordinate buyer materials, update project sheets.	Weekly work plan; monthly public update.
Workforce and Trades Working Group	Identify labor gaps, training opportunities, registry needs, safety issues, and business-support actions.	Monthly during first year.
Technical Review Advisors	Advise on scopes, safety boundaries, property-readiness standards, and feasibility needs.	As needed; formal review for sensitive items.
Training Provider Liaison	Connect Guardia to Formedil/CFS/CPI/GOL/universities and course calendars.	Monthly check-in during setup.
Conservancy / Maintenance Lead	Define maintenance routes, tasks, sponsorships, service logs, and	Biweekly during pilot season.

Role	Responsibilities	Suggested cadence
	volunteer/professional boundaries.	

## 14. 12-Month Rollout Plan

Period	Actions	Deliverables
Months 1-2	Create registry form; identify initial trades/professionals; draft buyer renovation pathway; invite workforce roundtable participants.	Draft registry, outreach list, buyer guide outline, first roundtable agenda.
Months 3-4	Hold workforce roundtable; contact Formedil/CFS/ANCE/CPI; survey owners and buyers on renovation/maintenance needs.	Gap analysis, partner notes, survey results, priority skills list.
Months 5-6	Publish first informational registry; complete buyer guide; define training pilot concept; identify safe pilot maintenance tasks.	Registry v1, buyer guide v1, training pilot sheet, maintenance task map.
Months 7-8	Run maintenance pilot; hold business/incentive clinic; prepare grant or training applications where appropriate.	Maintenance logs/photos, business clinic attendance, project sheets.
Months 9-10	Connect workforce plan to one-euro-house launch materials and Creative Quarter pilot sites.	Renovation support pages, studio-fit-out needs list, contractor demand forecast.
Months 11-12	Evaluate registry use, training progress, maintenance outcomes, and buyer feedback; revise plan for Year 2.	Annual workforce report, updated gaps, Year 2 work plan.

## 15. Three-Year Growth Path

Year	Focus	Expected result
Year 1	Map capacity, launch registry, create buyer pathway, hold roundtables, test maintenance and training pilots.	Guardia moves from informal labor uncertainty to a visible implementation system.
Year 2	Expand training partnerships, support new businesses, connect registry to property activation and public-space projects.	More providers, better buyer confidence, stronger maintenance routines, and clearer funding applications.
Year 3	Establish a standing restoration/maintenance ecosystem tied to the conservancy, university programs, and funded infrastructure projects.	Workforce development becomes a permanent economic-development pillar.

## 16. Success Measures

Measure	Year 1 target	Why it matters
Providers identified	At least 25-50 trades/professionals/suppliers listed or contacted.	Shows real capacity and gaps.
Roundtables held	At least 2 workforce/trades meetings.	Creates coordination and accountability.
Buyer guide completed	One bilingual renovation pathway guide.	Improves confidence and reduces unrealistic expectations.
Training partners contacted	At least 3 serious training/employment partners.	Builds pathway beyond immediate contractor lists.
Maintenance pilot completed	At least one documented route or task pilot.	Tests whether upkeep can become routine.
Business clinic completed	At least one incentive/entrepreneurship session.	Links restoration demand to local business creation.
Project sheets created	At least 3 grant-ready or partner-ready workforce project sheets.	Turns the strategy into fundable actions.

## 17. Project Sheets

### Project Sheet A - Guardia Contractor and Professional Registry

Element	Description
Purpose	Create an informational registry of trades, professionals, suppliers, maintenance providers, and project-support services relevant to centro storico restoration.
Estimated seed cost	EUR 5,000-15,000 for setup, forms, translation, outreach, web page, and initial management.
Lead	Revitalization Coordinator with Comune/association support.
Funding lanes	Municipal seed, Bilancio Partecipato component, sponsorship, conservancy support.
First 30 days	Draft provider form, disclaimer, category list, outreach email, and web-page structure.

### Project Sheet B - Centro Storico Restoration Workforce Roundtable

Element	Description
Purpose	Bring together contractors, professionals, training bodies, employment services, owners, and Comune representatives to identify labor gaps and training opportunities.
Estimated seed cost	EUR 2,000-7,500 for coordination, materials, translation, venue, documentation, and follow-up.
Lead	Comune/Revitalization Coordinator; possible partner association.
Funding lanes	Municipal seed, association support, workforce-program alignment.
First 30 days	Create invite list and agenda focused on practical gaps: masonry, roofing, plumbing, electrical, maintenance, project management, and buyer support.

### Project Sheet C - Maintenance Crew Pilot

Element	Description
Purpose	Test a small, documented maintenance system for priority routes, stairs, signage, lighting reports, and event-readiness tasks.
Estimated seed cost	EUR 10,000-25,000 depending on paid labor, tools, insurance/safety requirements, and scope.
Lead	Historic Center Conservancy or association with Comune coordination.
Funding lanes	Conservancy memberships, route sponsorships, municipal support, event budgets, private donations.
First 30 days	Select one route or zone, define tasks, assign responsible party, document before photos, and estimate labor/equipment needs.

### Project Sheet D - Restoration Training Pilot

Element	Description
Purpose	Create a supervised training pilot connected to historic-center documentation, maintenance, safe demonstration work, and restoration-awareness skills.
Estimated seed cost	EUR 30,000-100,000 depending on partner structure, duration, instructors, insurance/safety, materials, and documentation.
Lead	Training provider with Comune/association and professional supervision.
Funding lanes	Programma GOL where applicable, Erasmus+, regional workforce tools, training-provider funds, partner contributions.
First 30 days	Request meetings with Formedil/CFS/ANCE/CPI and identify safe pilot activities that do not substitute for qualified structural work.

## Project Sheet E - Trades and Maintenance Business Clinic

Element	Description
Purpose	Help eligible entrepreneurs evaluate new or expanded businesses in restoration, maintenance, project coordination, hospitality support, and logistics.
Estimated seed cost	EUR 5,000-15,000 for advisors, translation, materials, outreach, and follow-up.
Lead	Revitalization Coordinator with business advisors, Invitalia-related support, local associations, and professionals.
Funding lanes	Municipal/association seed, chamber/business partners, private sponsorship; entrepreneurs may pursue Resto al Sud 2.0 or ON Nuove Imprese where eligible.
First 30 days	Prepare one-page intake form and identify candidates: young workers, returning residents, women-led firms, existing contractors, and property-care providers.