

Proposal Narrative - Capital Region MC3 Strategy

I. Statement of Need

The Northern California Workforce Investment Boards, Sacramento Works, Inc., and Golden Sierra Job Training Agency have identified the Construction/Energy Efficiency sectors as areas of opportunity in the region. The regional WIBs have been actively engaged in supporting the workforce development activities of the Next Economy, a regional economic development initiative to accelerate job creation in the Capital Region. Both Sacramento Works and the Next Economy identified the Clean Energy Technology / Construction sector as a priority core business cluster providing opportunity to align workforce development efforts to address current and anticipated gaps in labor supply and demand in the region.

The Economic Modeling Specialists Inc., (EMSI) California Energy Efficiency Sector Alignment reports a challenge facing the Energy Efficiency sector in the coming years in filling the void left by retiring workers. Within the region, it is estimated that more than half the workers in the critical Energy Efficiency occupations are 54 or older. The EMSI reports that for the Northern California region, commercial and institutional building construction is projected to continue to have strong growth in the next five years. Overall, the Energy Efficiency sector is projected to grow by 7%, or 8,908 jobs, by 2016. EDD LMI data for the Sacramento region forecasts that the total annual job openings for construction employees is 5,263 which includes 906 new jobs and 4,357 replacements for existing jobs.

According to the Center for Strategic Economic Research, the Sacramento region gained 1,212 Construction jobs in 2013. Early allocations of the Prop 39 funds to K-12 and Offices of Education indicate that the Sacramento region will receive 8% of the funds available. This could mean the area would receive between \$30 and \$34 million annually for five years. Additionally, the Sacramento Entertainment and Sports complex (ESC) slated to begin construction in September 2014, developed a community workforce agreement with the Sacramento-Sierra Building and Construction Trades Council to ensure that at least 70% of the apprentices hired for the projects will be residents of the Sacramento region. In addition, a Community Benefit Plan has been developed that requires that 70 of the apprentices be recruited through the America's Job Centers and be eligible for WIA. (Attached with the CRMC3 Partnership Agreement.)

In September 2013, PG&E sponsored the Sacramento Region Energy Efficiency Industry Forum to discuss skill gaps and workforce shortages in the Construction and Energy Efficiency sector. In January 2014, North State Building Industry Foundation (NSBIF) launched the Construction & Energy Sector Initiative representing construction industry employers, education/training partners and the regional workforce development agencies which will serve as the CRMC3 industry advisory body to advise on program development and resources to meet the employment and training needs of employers and build a pipeline of opportunity for individuals to pursue careers in the construction industry. Employer input identified the following as the key occupations with projected workforce shortages and skill gaps:

- HVAC Installers (Huge increases expected in demand due to backlog of equipment replacements)
- Electricians/Lighting Specialists (New Title 24 requirements will dramatically change lighting field from maintenance function to installing and managing advanced lighting controls)
- Certified Energy Auditors
- Construction Laborers
- Iron Workers
- Carpenters
- Sheet Metal Workers.

The common theme from the employers representing the Construction/Energy Efficiency sector was:
“Field experience via paid internships should be incorporated with training to cement learning.”

The Capital Region MC3 (CRMC3) will focus on serving adults 18+ who are at-risk youth, veterans and disadvantaged/disconnected job seekers. The regional AJCC network serves over 50,000 customers annually; 25% receive cash public assistance, 38% are laid off workers, 7% ex-offenders and over 6% are veterans. Over 45% of the AJCC customers have a GED/HS Diploma. Many of these customers represent workers in un-skilled or low-skilled occupations such as labor, food-service or retail. Many of the customers served are unemployed residential construction workers. Many of the target population have been unsuccessful in the traditional academic setting and would benefit from the “learn to earn” contextual model.

In January 2014, EDD reports the overall unemployment rate in California was 8.5%. The Sacramento County unemployment rate was 8.2%; El Dorado - 8.1%, Yolo County - 10.6%; Placer County - 7.0% and Alpine County is at 10.7%. The number of unemployed individuals from the five county region is 86,240. The California Department of Veterans Affairs reports 160,000 veterans reside within the targeted region. The March 2013 Bureau of Labor Statistics report indicated an overall veteran unemployment rate of 7.1% and 7.4% for nonveterans. Additionally, the Veteran Employment Situation Report indicates a 4.6% increase in the unemployment rate for veterans ages 18-24 from 31.3% in January to 36.2% in February 2013, and 9.5% of veterans ages 25 to 29 are unemployed.

The Capital Region MC3 will provide career assessment and testing, case management, support services, GED preparation, occupational skills / pre-apprenticeship training and on-the-job training to enrolled participants to prepare them for emerging jobs in the construction/energy efficiency sector. The CRMC3 will focus on the ‘learn and earn’ approach, employing an integrated program of occupational training and certification in a variety of construction skills in conjunction with hands-on paid OJT to cement learning concepts and increases the probability that trainees will be placed into career track jobs. This model also addresses the employers’ need to hire well-trained workers with practical hands-on-experience.

II. Regional Coordination and Partnerships

The Capital Region MC3 strategy (CRMC3) will target the Sacramento Metropolitan Statistical Area (MSA) and two local workforce areas – Sacramento and Golden Sierra Job Training Agency. As the lead agency, the Sacramento Employment and Training Agency (SETA) will partner with the Golden Sierra Job Training Agency (GSJTA), the Sacramento Sierra Building and Construction Trades Council (SSBTC), regional Joint Apprenticeship Coordinators, three colleges of the Los Rios Community College District, the Northern California Construction Training, North State Building Industry Foundation, the California Conservation Corps, Job Corps, and other local community-based and training partners. Each partner will bring specific expertise to the project. The partner roles and outcomes include:

Sacramento Employment and Training Agency (SETA) will be the lead agency for the partnership and will provide the staff and facilities required for coordination between partners; training and technical assistance on orientation, assessment, eligibility, case management, job placement, follow-up and retention; and all reporting and grant administration and monitoring. SETA and the Sacramento Works AJCC and Training Centers will be responsible for the eligibility determination, case management and reporting of the enrolled participants in Sacramento and Yolo Counties. SETA will also coordinate the training and educational services that will be provided by the partner agencies through subcontracts or through the California Eligible Training Provider list and will establish performance metrics. As a K-12

career pathway initiative partner, SETA will also coordinate outreach and recruitment efforts with local K-12 and community college partners. SETA and the Sacramento training partners will be responsible for 40 participants.

Golden Sierra Job Training Agency (GSJTA) will be responsible for the coordination of services in the Placer, El Dorado and Alpine counties, including the recruitment, assessment, case management, training activities, job placement and follow-up and retention services. As partners in the K-12 career pathway initiatives, GSJTA will also coordinate outreach and recruitment efforts with local K-12 and community college partners. Golden Sierra and their requisite training partners will serve 25 participants.

(Please note: the training providers' numbers are subsets of the 65 total to be served.)

California Conservation Corps (CCC) and **Sacramento Job Corps** will assist with recruitment and screening of potential corps members into the CRMC3 program. CCC is also in the process of becoming MC3 certified pre-apprenticeship training program to provide pre-apprenticeship training for 25 trainees.

American River College (ARC) STRIPE Pre-Apprenticeship Training will provide pre-apprenticeship training for 20 students. American River College has provided pre-apprenticeship training in infrastructure and green jobs for the past six years. In addition, ARC is the LEA for the majority of the Joint Apprenticeship Training Committees for the building trades and has worked collaboratively with SETA to develop certificate programs in the construction, utility, and clean energy sectors.

Northern California Construction Training (NCCT) will provide Pre-apprenticeship Training for 20 trainees. NCCT is a non-profit organization created out of the Sacramento Sierra Building Trades Council which has agreements with the carpenters and laborers apprenticeship programs, and provides pre-apprenticeship training to young adults referred by the Sacramento County Office of Education. More details about ARC and NCCT are outlined in the Pre-apprenticeship training section of this application. Both ARC and NCCT will be trained in and use the Multi-craft Core Curriculum (MC3) curriculum.

North State Building Industry Foundation (NSBIF) is the foundation for the North State Building Industry Association which represents 460 homebuilders and associate members, as well as the more than 35,000 jobs. The North State Building Industry Foundation (NSBIF) provides workforce development services to employers and their workers and is funded by SETA to develop on-the-job-training contracts in the construction sector. NSBIF also works with schools and other training centers to improve construction-related learning, educate students about construction careers, and recruit students to work in the industry. NSBIF will develop and execute contracts for On-the-Job Training opportunities for 20 participants for this grant and will coordinate the Industry Advisory Council.

To capitalize on existing efforts and reduce duplication of efforts, CRMC3 will utilize the newly created Construction and Energy Industry Sector Collaborative (CEISC) to also host the CRMC3 Advisory Panel. The Construction and Energy Industry Sector Collaborative is a regional community collaborative, led by the North State Industry Foundation, includes training providers, community stakeholders, elected officials, workforce development organized labor and employers. The goals of CRMC3's Industry Advisory Panel are in alignment with the CEISC to meet the employment and training needs of job seekers and employers and to build a pipeline of opportunity in the construction and energy efficiency industry.

Partnership with organized labor and the **Sacramento Sierra Building and Construction Trades Council**: In 2012, SETA coordinated the development and ratification of a Memorandum of Understanding between the Northern California Workforce Partnership (LWIA) and Northern California Apprenticeship

Training Coordinators. For the past twenty years, SETA has partnered with the Sacramento Sierra Building and Construction Trades Council (SSBTC). SETA was one of the first LWIAs to place apprenticeship training providers on the California State Eligible Training Provider List. In early 2014, SETA, Center for Employment Training (CET), the Greater Sacramento Urban League, the SSBTC and other community partners developed a Community Benefits Agreement with the City of Sacramento to insure the recruitment and employment of underrepresented Sacramento residents in the Sacramento Kings arena project. In Golden Sierra, the regional Regional Workforce and Economic Development Network (RWEDN) partnership includes the regional Building Trades Council and the California Labor Federation. The CRMC3 Partnership Agreement with the SSBTC is attached.

III. Project Plan

The Capital Region MC3 (CRMC3) strategy establishes an action plan that includes strategies for career pathway approaches; outreach and recruitment, employer outreach and engagement; pre-apprenticeship training; “learn and earn” worksite experiences and project outcomes of job placement, JAC/apprenticeship placement and/or enrollment to Community College to ensure that participants receive industry recognized training and certification in a variety of skills necessary for the energy efficiency and construction sector. This strategy is building on the years of partnership that led to the development of the aforementioned MOU, the Community Benefits Agreement, the VEAP Power Pathway and recent K-12 career pathway initiatives. The CRMC3 will serve 65 youth, veterans, and/or other disconnected/disadvantaged adults with at least 60% enrollments from veterans and/or opportunity youth (ages 18 to 25). Other performance outcomes include:

- 100% will be enrolled in a pre-apprenticeship training
- 80% will complete the training
- 90% will attain an industry-identified certificate or credential
- 50% of those without a diploma or GED will attain GED
- 70% will be placed in industry-related employment

Employer outcomes will include:

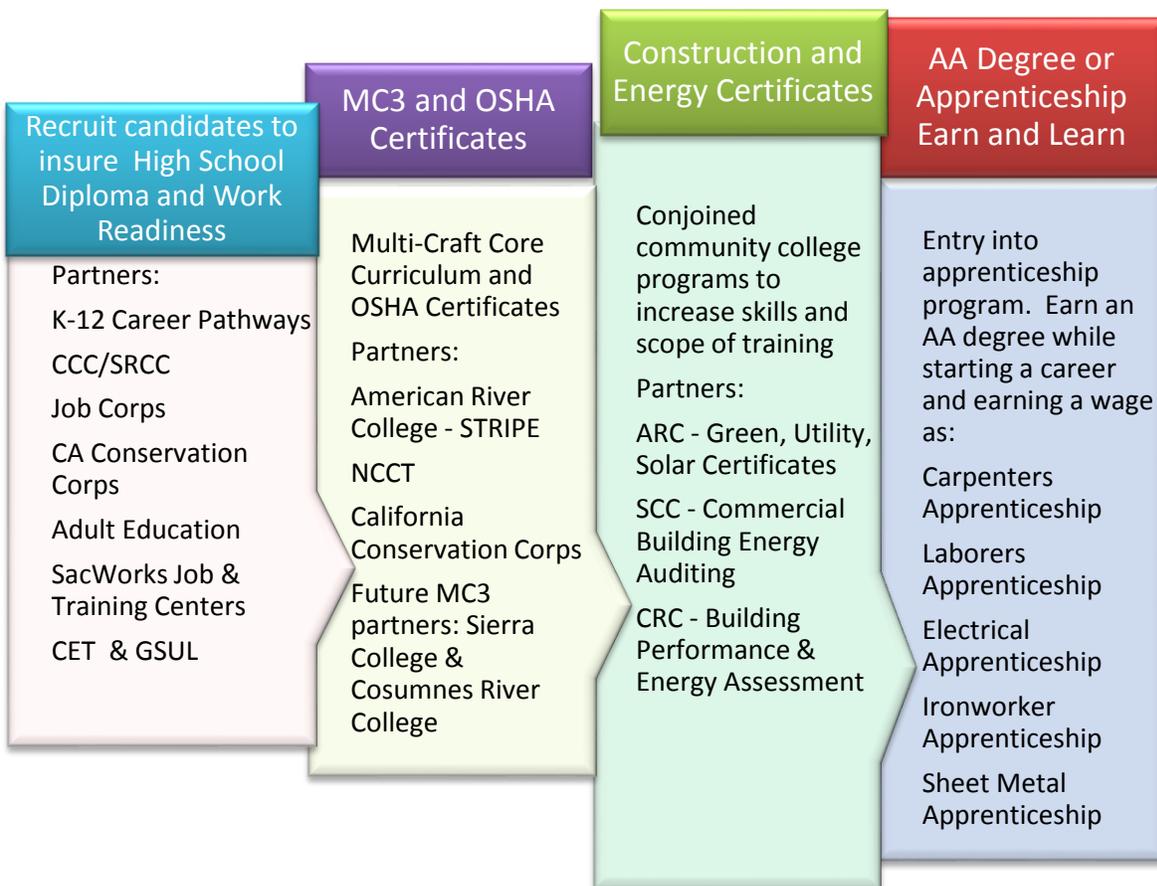
- At least two Industry roundtables will be held during grant period
- Ten new employers will be identified to partner with CRMC3 strategy.

Innovation and system change goals will include:

- Development of a MC3 certification process for new pre-apprenticeship training programs.
- Development of stackable credentials in the construction-energy sector
- Institutionalizing a partnership between the public workforce system, community colleges, organized labor and the building trades councils.

CRMC3 Career Pathway and participant flow - The CRMC3 strategy will utilize a progressive continuum career pathway model beginning with Tier 1 Learn About Work, leading to Tier 2 Learning Through Work and culminating in Tier 3 – Learning for Work through internships, apprenticeships, certifications and employment. During Tier 1 – Learn about Work, participants will be recruited through the regional America’s Job and Training Center partners. All participants will be engaged in an academic and vocational assessment to identify their baseline academic status along with their interest, skills and abilities. A variety of career exploration activities will be offered that are designed to motivate and inform the participants’ academic and career choice, and abilities. An Individual Employment Plan outlining their academic and career goals and a plan of action will be developed with each participant.

Tier 2 “Learning for Work” activities will include enrollment of participants MC3 approved pre-apprenticeship programs (details outlined in the Pre-Apprenticeship section). Through MC3 Pre-apprenticeship and subsequent internships, the participants will attain increased work-readiness skills, develop occupational skills and interact with employers. Tier 3 - Learning for work provides the students the opportunity to gain additional certificates, expand their knowledge and skills in an Energy and Construction pathways, advance in their chosen career field, and increase their employability and earnings capacity. Successful MC3 graduates may further enhance their skills by enrolling in one of three conjoined certificate programs offered by regional community colleges. These courses (outlined under Innovation section) include Green, Utility and Solar Certificates, Commercial Building Energy Auditing, and Building Performance and Energy Assessment. The following is the program and participant flow.



Outreach and Recruitment: SETA and Golden Sierra have over 30 years of experience serving disadvantaged populations and will use their extensive network via the America’s Job Center locations and other workforce partners to outreach to and recruit candidates for this program. Both SETA and Golden Sierra manage WIA youth programs and will coordinate with local WIA and Job Corps programs to recruit potential out-of-school youth. The California Conservation Corps (CCC) and Job Corps provide employability skills training needed by youth wishing to enter the job market and will be used as feeder programs for the CRMC3. In addition, the CCC has been involved in conducting energy surveys, providing energy efficiency education to students and schools and assisting with the installation of small scale energy efficiency projects.

Community and faith-based organizations and AJCC partners will assist in recruitment efforts and SETA will utilize recruitment partners, including EDD Veterans Services, American River College Veterans Outreach Center, and Sacramento Veterans Resource Center, who have for the past six years, worked with SETA, SMUD, PG&E, Roseville Electric, and Joint Apprenticeship Training Coordinators for the Electricians, Sheet Metal Workers, Carpenters, Iron Workers, and Laborers to operate the Power Pathways through the Veterans Employment Assistance Program (VEAP). This very successful program, focusing on the energy sector, has provided training and employment services to over 200 veterans. The CRMC3 training will provide another avenue for veterans to high wage construction and energy sector jobs.

Employer Engagement - This regional project will take a multifaceted approach for outreach and engagement of employers while remaining focused on established employer relationships including PG&E, SMUD, Roseville Electric and National Electrical Contractors Association (NECA). The three utilities are leaders on energy efficiency in the utility industry at both the state and local level. CRMC3 will utilize the Construction and Energy Sector Council coordinated by the North State Building Industry Foundation, the Associated General Contractors, and the Sacramento Builders Exchange to receive input from employers, information on curriculum and training needs, and recruit employers to hire graduates. CRMC3 will engage employers identified by the subcontractors for school district Prop 39 and school bond projects and for City and the Sacramento Housing and Redevelopment Agency (SHRA) projects. In addition, a linkage has been developed to apprenticeships through our collaborations with Sacramento Area Electrical Apprenticeship, California Labor Federation, Sacramento / Sierra Building and Construction Trades Council, Sheet Metal Workers Local 104, and Turner Construction, the project lead for the Sacramento Kings' Entertainment and Sports Complex that will help foster a pipeline to the Construction Trades.

Critical to the CRMC3 success is the inclusion of subsidized employment (OJT or Work Experience) as part of the Learn and Earn model. Funding from this grant and other federal programs will provide payment during training for employers who agree to train employees on jobs with construction and energy efficiency companies. The CRMC3 partners will also work with subcontractors for the arena and downtown redevelopment; the SHRA housing projects; and energy efficiency and bond projects funded by local school districts. NSBIF will develop and execute contracts with employers, provide workers compensation insurance coverage and wage subsidy payments. OJT contracts or other employer incentives will also be developed with employers participating in the apprenticeship training opportunities.

IV. Pre- Apprenticeship Training

The CRMC3 Pre-Apprenticeship programs will target the following crafts for enrollment into their requisite apprenticeship programs: Carpenters, Laborers, Electrical, Ironworkers, and Sheet Metal.

At **American River College (ARC)** 20 students will be trained to enter employment in commercial, industrial and infrastructure apprenticeships in the Green Building industry. The ARC pre-apprenticeship program provides specialized training in green pre-apprenticeship by journey level workers with advanced green certifications from the carpenters, electricians, plumbers and sheet metal programs. The combination of the infrastructure and green pre-apprenticeship, with 8 units of college credit, prepares students for entry into apprenticeship programs with a broad understanding of green technology codes, materials, processes, and practices for efficient energy utilization. ARC currently partners with 12 regional apprenticeship programs including bricklayers, carpenters, cement masons, drywall/lathers, electricians, ironworkers, operating engineers, pile drivers, plumbers & pipe fitters, sheet metal workers, stone masons, and surveyors. In addition, the college serves over 4,000 Northern California apprentices annually. The ARC pre-apprenticeship program was developed in partnership with the apprenticeship community,

employers, public agencies, and community based organizations to prepare students for entry into apprenticeship. Participating apprenticeship programs have agreed to move students in the ARC program who complete their pre-apprenticeship coursework to the top of the list for admission.

Northern California Construction Training (NCCT) has a long history working with high-risk youth and adults providing them an entrance into the construction industry. NCCT program will provide 20 participants an introduction into the building trades industry with classroom and hands-on instruction. The industry-approved Construction and Management Technology curriculum incorporates green construction technology into an introduction of the construction industry culture, practical construction math, GED instruction, and tours of apprenticeship training programs and construction sites. At the construction site, trainees are taught tool identification, tool safety and the basics of all aspects of the construction trades. Upon completion of the core curriculum, students are referred to direct employment or an apprenticeship program. The rigorous contextual learning environment facilitates and eases the transition into the construction industry or an apprenticeship program by exposure to all facets of the construction trades. Both ARC and NCCT both have agreements with Joint Apprenticeship Training Councils and the Sacramento Sierra Building Trades Councils and will become certified in the MC3 curriculum.

The **California Conservation Corps** is working with the State Building Trades Council to revise their curriculum to align with the MC3 approved curriculum. Once approved, CCC will provide Pre-apprenticeship training to those Golden Sierra residents meeting the CCC eligibility criteria. The CRMC3 initiative will provide career pathway training to corps members engaged in the Energy Corps, CCC's first major effort funded through the "Clean Energy Job Creation Fund," which assists California schools with energy surveys, and projects.

SETA will coordinate the MC3 pre-apprenticeship curriculum certification process with the Sacramento Sierra Building and Construction Trades Council. During this grant application process, SETA/Sacramento Works and Golden Sierra Job Training Agency were approached by several organizations interested in aligning the MC3 curriculum with existing certificate and degree programs. As a deliverable of the CRMC3 project the WIBs will work with the Sacramento Sierra Building Trades Council to assess the need for apprentices and develop an approval process for new pre-apprenticeship training providers. Initial candidates for approval may include Cosumnes River College, Sierra College, North State Building Industry Association, and Green Tech. Integration into existing curriculum will expand the talent pool for apprenticeship programs and ensure sustainability after the grant ends.

Many opportunity youth and long-term unemployed adults have not had successful outcomes in the traditional academic setting. The use of a contextual, yet rigorous learning environment emphasizes the importance of the academic, workability and vocational skills. Case management staff will be assigned to the Pre-apprenticeship training venues to provide ongoing support and counseling to the participants. For example, veterans will receive assistance to align the skills acquired in the military with competitive industry standards, translation of military skills into civilian language, and wellness assistance to reduce isolation and improve success in non-military employment.

Certificates, Degrees and Employment Upon completion of the MC3 Pre-Apprenticeship programs, students will be guided into career pathways in the construction and energy sector, resulting in entry into a paid apprenticeship program, a certificate and/or degree program at the community college, advanced training and certification through a private post-secondary institution, or employment with a participating employer partner. In addition, utilizing Prop 39 funding from the Chancellor's Office, the colleges in the Los

Rios Community College District and Sierra College are currently identifying all of the construction and energy efficiency programs provided to students in the region. Los Rios will be offering opportunities for students to participate in conjoined programs and earn stackable credentials that will increase skills across the construction and energy efficiency spectrum and increase the marketability of students. Students graduating from the MC3 Pre-Apprenticeship program will be encouraged to enroll in and complete additional certificate programs including Green Pre-apprenticeship Certificate, Utility Worker Pre-Apprenticeship Certificate or Solar Energy Technology Certificate Program at ARC, the Commercial Building Energy Auditing and Commissioning Specialist Certificate program at Sacramento City College the Building Performance and Energy Assessment Certificate Program at Cosumnes River College, and or the Electro-Mechanical or Mechatronics Technology Certificates at Sierra College.

The CRMC3 strategy will be guided by input from the Construction and Energy Sector Council coordinated by North State Building Industry Foundation, Associated General Contractors, and Sacramento Builders Exchange which receives input from employers on skills gaps, informs curriculum and training needs, and recruits employers to hire graduates. The CRMC3 and NSBIF will also receive input on skills gaps and curriculum and program design and deliverables through partnerships with the Northern California Apprenticeship Training Coordinators, California Labor Federation, Sacramento/Sierra Building and Construction Trades Council, local unions and employers. Collaborations have been developed with IBEW and National Electrical Contractors Association (NECA) to increase training opportunities to veterans. NECA works with 25 different commercial and residential employers in the Sacramento Region. Many energy efficiency employers, including Cal Valley Solar Electric, Solar Depot, REC Solar, Duct Tester, Inc. recruit through the regional AJCC system. Finally, SETA and Golden Sierra have worked with numerous employers including Beutler, SMUD, Roseville Electric, Turner Construction and PG&E, to develop curriculum, training and learning outcomes which include personal effectiveness, academic competency, workplace competencies and industry wide technical competencies

V. Innovation

The proposed project will create a new career pathway for the construction and energy sector by aligning and integrating existing programs, providing stackable certificates and career ladders for students to build their skills, standardizing the curriculum offered for pre-apprenticeship training, and by collaborating with community colleges and apprenticeship programs to promote conjoined certificate programs at multiple colleges/JATCs in the region to ensure that students receive the skills necessary to enter and progress in a wide variety of occupations in the construction and energy sector.

Tier 1: Goal: High School Diploma and Work Readiness Skills

The Construction and Energy Pathway begins with a high school diploma and work readiness skills. Candidates for jobs and training in this sector can begin by attending one of the Construction and Energy Academies at the secondary school level, by entering the Sacramento Job Corps, the California Conservation Corps, the Sacramento Regional Conservation Corps, or by participating in programs through the Sacramento Works Job and Training Center system or the adult education system.

Tier 2: Goal: Multi-Craft Core Curriculum (MC3) Certificate, OSHA Certificate, First Aid Certificate
Approved Pre-Apprenticeship Training programs will provide training that will incorporate the Multi-Craft Core Curriculum created by the Building and Construction Trades Department of the national AFL-CIO, Occupational Safety and Health Standards (OSHA) for the Construction Industry Certificate, and other certificates that will prepare workers for entry into Apprenticeship in the construction and energy sector.

Tier 3: Goal: Certificates and/or Degrees from Multiple and other certificates

The Los Rios Community College campuses and Sierra College are currently identifying all of the construction and energy efficiency programs provided to students in the region and will be working to provide opportunities for students to participate in conjoined programs. Students graduating from the MC3 program can enroll in and complete the Green Pre-apprenticeship Certificate, Utility Worker Pre-Apprenticeship Certificate or Solar Energy Technology Certificate Program at American River College, the Commercial Building Energy Auditing and Commissioning Specialist Certificate program at Sacramento City College, the Building Performance and Energy Assessment Certificate Program at Cosumnes River College, and/or the Electro-Mechanical or Mechatronics Technology Certificates at Sierra College. These stackable credentials will increase the student's skills across the construction and energy efficiency spectrum and increase their marketability.

Tier 4: Goal: Entry into approved Apprenticeship and Progress toward Associate Degree

In order to provide a wide scope of skills training, students completing pre-apprenticeship and earning their MC3 and OSHA Certificates will be eligible to participate in a wide variety of apprenticeship programs. American River College (the local educational agency for apprenticeship), the Sacramento Sierra Building and Construction Trades Council, and the Sacramento Valley Apprenticeship Training Coordinators are partners in this grant and will give priority for enrollment to students who complete the Tier 2 or 3 programs.

VI. System Change

The CRMC3 project will provide seed funding to incentivize use of a standardized curriculum, MC3, for pre-apprenticeship training. The use of the MC3 curriculum provides innovative promising practices in workforce development and skill development, especially for youth. Formalizing the use of MC3 as the standard for existing pre-apprenticeship programs and creating a process to approve and provide training for instructors of new high-school career pathway programs and pre-apprenticeship programs for adults will result in integration of the curriculum into approved community college, K-12, CCC, and Job Corps curriculum and will ensure that it is sustained beyond the life of the grant. CRMC3 also seeks to formally establish a pipeline to move targeted groups and other job seekers from pre-apprenticeships to apprenticeships and implementing conjoined programs leading to attainment of certificates and credentials and employment in pathways leading to journey-level employment. CRMC3 links regional partners in new alignments that serve youth, veterans & others for entry into "green jobs" and construction trades. The system change implication is that these partners now can proceed to integrate the CRMC3 plan into the regular array of service/training options by use of the MC3 and "braided funding" of the partners, including employer engagement of work-based learning situations (WEX, internships, OJTs, etc.). The CRMC3 strategy is establishing and advancing regional collaborative partnerships with labor, business entities, workforce development and post-secondary education based on career-relevant, sequenced curriculum following industry pathways to the emerging "green jobs"/construction sectors.

The CRMC3 program design to fill jobs created by public investment to retrofit schools and for other public investments, including downtown redevelopment and the Sacramento Entertainment and Sports complex, will result in demand for apprentices and sustainability of the program. These funds will put in place the infrastructure to pilot the Community Benefit Agreement which has been negotiated as part of the Project Labor Agreement between the Sacramento Kings, Sacramento/Sierra Building and Construction Trades Council, and Turner Construction. This will promote local hire and solidify partnerships between workforce investment boards, community organizations, labor and employers. This grant will be sustained using WIA and community college apportionment funding.

Finally, why do this? In this environment focusing on the importance of career pathways, the Learn to Earn model demonstrates the relevance and importance of education and contextual training. Job seeker capacity building is just as important as building the infrastructure of the public works system. Providing youth, veterans and disconnected adults the relevant jobs skills to attain employment in the emerging energy efficiency and construction industry and receive self-sufficiency wages is a win for the community!

VII. Budget & Participant Plans

As noted above, SETA will provide direct services, coordinate the training and administer the CRMC3 grant. The budget request of \$750,000 includes:

- 1. **Staff**
 - a. Workforce Development Professional 3 1 FTE \$57,000 annual X 1.25
To provide recruitment, case management, job development, coordination of support Services, follow-up services and participant tracking.
 - b. Benefits – health benefits, retirement, workers compensation, ect. \$27,370/annual X 1.25
- 2. **Staff Travel** – covers mileage reimbursement and any travel expenses
Required of the program. Average 94 miles/mo X .54 X 14 months \$2,438
- 8. **Testing & Instructional Materials** \$2,300
For 4 members of CRMC3 to attend MC3 certification training
- 11. **Tools & Supplies** –included in the participant Support Services line
- 12. **Support Services** – based on approximately \$1,120 per participant - \$72,800
May include tools, tuition or training fees, employment fees, work clothing, Transportation assistance, childcare or housing assistance.
- 13. Indirect costs 0
- 14. **Other Costs – Administrative Costs** – 10% for program administration, Contracting, monitoring, program management, fiscal, IT management \$75,000
- 15. **Subcontracts:** Subcontracting is required to provide services throughout the region, with adjacent LWIA, and because SETA does not operate pre-apprenticeship programs. Subcontracts include:
 - Golden Sierra Job Training Agency - \$157,500 for direct services, case management, program coordination in the Golden Sierra LWIA and delivery of Pre-apprenticeship training with CCC.
 - American River College - \$92,000 for Pre-apprenticeship Training for 20 trainees
 - North State Building Industry Foundation - \$182,500 to coordinate OJT and job development services for 30 trainees.
 - Northern California Construction Training - \$60,000 for Pre-Apprenticeship Training for 20 trainees.

Leveraged funds: SETA will leverage budget line items 3, 4, 5, 6, 7, and any equipment costs with WIA or CalWORKs funds. Through partnerships with several Sacramento Works Training Center partners, SETA will also leverage WIA funds to support the recruitment and outreach efforts. ARC will be leveraging community college apportionment funds. Employers will provide leveraged matching wages for the participants entering On-the-Job Training. Employers and organized labor partners, including Sacramento Sierra Building and Construction Trades and Sacramento Area Electrical Training Center will provide in-kind staffing to participate on the Industry Advisory Council.

Please Note: SETA recreated the budget forms as the Form 1 Budget did not match Form 2 Budget detail.