



## **American Recovery and Reinvestment Act Resources for Union-Sponsored Occupational Training Programs, Including Apprenticeship and Pre-Apprenticeship Programs**

July 14<sup>th</sup>, 2009

This updated guide, produced by the AFL-CIO Working for America Institute and its Center for Green Jobs, focuses on the implications of the American Recovery and Reinvestment Act (ARRA) for union-supported occupational training programs and their training partners.

Under ARRA, the federal government has provided \$4 billion to create new jobs largely through the Workforce Investment Act (WIA) system over the next two years. WIA funds can be distributed through State Workforce Investment Boards, Local Workforce Investment Boards, and the state's Governor's 15% Discretionary Fund. In June 2009, the Department of Labor released solicitation notices for an additional \$500 million in competitive green jobs grants under ARRA, with application deadlines in August, September, and October.

The Working for America Institute and its Center for Green Jobs has done an analysis of the new DOL competitive grants and is providing a series of webinars and conference calls on the grants as well. We are also ready to assist unions and their allies with technical assistance in applying for ARRA funding and to provide guidance through the application process. ***Please get yourself listed on our distribution lists by sending your contact information to Katrina Dizon at [kdizon@workingforamerica.org](mailto:kdizon@workingforamerica.org).***

The ARRA is providing unprecedented funding—which is meant to be spent quickly—to preserve and create jobs, promote economic recovery, and provide assistance to those most impacted by the economic crisis. This guide provides answers to critical questions on how union-sponsored occupational training programs might benefit from these monies and how union occupational training programs, apprenticeship and pre-apprenticeship programs can become certified as Eligible Training Providers to receive support through the Workforce Investment Act system.

More than ever, workers want and need jobs that pay well today and that also offer them a secure future. Just as working people and their unions fought for the good jobs we have today and for the training that helped prepare both incumbent workers and job seekers for those careers, unions

and their occupational training programs can provide the training and access to the good jobs of tomorrow. The ARRA is one way to ensure continued union leadership in this arena. This guide provides answers to eight key questions through analysis and examples:

1. How does workforce development funding from ARRA get implemented?
2. Why is it in the interest of union-sponsored occupational training programs to seek and receive WIA funding?
3. How does the Workforce Investment Act funding distribution system work?
4. How do Eligible Training Providers become certified?
5. How does my training program become an Eligible Training Provider?
6. How do I determine what kind of funding to seek?
7. What are the Department of Labor green jobs training grants and what sectors are these grants designed to support?
8. Why should I consider creating partnerships in seeking ARRA funding?

### ***1. How does workforce development funding from ARRA get implemented?***

The vast majority of the training dollars available through the ARRA goes through the existing Workforce Investment Act (WIA) system, although ARRA allows some important administrative changes that will benefit training providers. These changes are noted in the distribution section below (See: How does the Workforce Investment Act funding distribution system work). Funding through the Workforce Investment Act System can come from two separate sources. All federal funding for workforce development that runs through the WIA system is distributed by a state-by-state formula according to population. State Workforce Investment Boards (SWIBs) may keep up to 15% of WIA funding to be used at the Governor's discretion. This fund is generally called the Governor's 15% Discretionary Fund. The remaining 85% is distributed by formula to Local Workforce Investment Boards (LWIBs). In the next section, we will show types of union-sponsored training programs that can be funded by both the Governor's 15% Discretionary Fund and the Local Workforce Investment Boards.

Public resources can also be used to support successful union-sponsored occupational training programs. See [\*Attachment A\*](#) for an example of how public resources can create additional funding sources for good union-sponsored training programs.

Union-sponsored occupational training programs—those with strong connections to family-sustaining careers—are just the kinds of programs that the ARRA was created to support.

## ***2. Why is it in the interest of union-sponsored occupational training programs to seek and receive WIA funding?***

### **For Union Apprenticeship Programs**

Historically, union-registered apprenticeship programs have been funded through a payroll-based system and developed and managed by industry or occupational labor-management committees. More and more, however, unions and their management partners have determined that there are good reasons to use public investments to strengthen their joint training programs and to discourage public dollars from supporting low-road training programs.

Union Joint Apprenticeship and Training Committee's (JATC), in a variety of crafts and industries, have integrated WIA funds with their apprenticeship programs in a number of different ways. Each JATC can determine how it is most comfortable using these public dollars. Models range from using Individual Training Accounts (ITAs) to cover "tuition" costs for apprenticeship programs, to using funds from the LWIB to purchase supplies, books, tools, and additional instructors. In some instances, JATC's have decided to apply for and use WIA funds to expand the number of apprentices they could enroll based on their regular budgets. Some JATC's have used WIA dollars to subsidize their normal projected operating costs. See *Attachment B* for some specific examples of union JATC/WIA integration.

### **For Union-Sponsored Pre-Apprenticeship Programs**

Pre-apprenticeship programs that refer "students" to union apprenticeship programs have historically been funded by public dollars, charitable contributions, and/or tuition systems. Occasionally, unions have financially supported these pre-apprenticeship programs or even run them. In most cases however, unions and their JATC's are partners to these programs. Funding for Pre-Apprenticeship Programs can come from Local Workforce Investment Boards or the Governor's 15% Discretionary Fund. See *Attachment C* for some examples of current WIA support for pre-apprenticeship programs that work with union apprenticeship programs.

### **For Union-Sponsored Journey-level Upgrade Training**

Union apprenticeship graduates can continue their education in order to broaden their skills, keep abreast of changes in the industry, and increase their employability through Journey-level training. Journey-level training is necessary for individuals to expand their skills in their trade and usually results in a special certification of competency in a trade or craft. The Governor's 15% Discretionary Fund can be a good financial resource for Journey-level training. **Though training programs seeking funding from the 15% Discretionary Fund under WIA are not legally required to be listed on the Statewide List of Eligible Training Providers, it is recommended that interested programs become certified as eligible.** See *Attachment D* for a successful union example of journey-level upgrade training.

### **For Union-Sponsored (Non-Apprenticeship) Occupational Training Programs**

WIA funding can be used for union-sponsored occupational training programs that are not classified as apprenticeship, pre-apprenticeship, or journey-level training programs. Funding for these occupational training programs can come from the Governor's 15% Discretionary Fund or from Local Workforce Investment Boards. See *Attachment E* for more information.

### ***3. How does the Workforce Investment Act funding distribution system work?***

In the Workforce Investment Act (WIA) system the vast majority of job training dollars are allocated to Local Workforce Investment Boards (LWIBs) who then issue vouchers called Individual Training Accounts (ITAs) to individuals whom the LWIBs certify as eligible for training. WIA clients can then use these vouchers as payments to a training provider that has been approved by the WIA system, usually on the Statewide List of Eligible Training Providers. **The ARRA, however, allows Local Workforce Investment Boards (LWIBs) to directly contract with training providers with the ARRA dollars.** This provision is in addition to the usual ITA method for paying for training. Individuals accepted into the program may still use Individual Training Accounts as a payment method to their eligible training provider. Payment for training programs can be made in advance using both direct contracts and Individual Training Accounts.

**If a program is on the Statewide List of Eligible Training Providers it does NOT mean that the program must accept WIA clients into the program. Under WIA, all eligible training providers can set their own entrance and completion/graduation standards for their trainees.**

#### **State Set-Aside Discretionary Fund**

Once WIA funds are received, states are allowed to spend up to 15% from each of the funding streams for dislocated workers, adults and youth on the following statewide activities at the Governor's discretion:

- Building a statewide One-Stop system
- Certifying training providers
- Providing technical assistance to under-performing areas
- Incentive grants to high-performing areas
- Training incumbent workers
- Building capacity for stakeholders (including labor and community-based organizations)
- Establishing research and demonstration projects

### ***4. How do Eligible Training Providers become certified?***

For a training program to become certified as an Eligible Training Provider and get listed on the Statewide List of Eligible Training Providers, it must be nominated by its Local Workforce Investment Board. To become nominated, the training program must make an application to the LWIB.

Part of that application process for most union-sponsored training programs is the submission of performance data to assure that all eligible training providers meet performance levels that are set by the governor of each state. Union-sponsored occupational training programs, including pre-apprenticeship programs that do not operate under the National Apprenticeship Act must therefore submit performance information for initial eligibility.

**But WIA gives registered apprenticeship training programs special consideration by automatically deeming them to have met those performance standards. Therefore, registered apprenticeship training programs do not have to submit performance data with their *initial* applications.** (Despite this automatic pre-qualification, registered apprenticeship programs are not automatically added to the Statewide List of Certified Training Providers. Their LWIBs must still submit their nominations for the state list, which means that registered apprenticeship programs must still make an application to their Local WIB(s).)

All union-sponsored occupational training programs, including registered apprenticeship programs, will need to provide performance data for subsequent Training Provider List eligibility renewals however.

### ***5. How does my training program become an Eligible Training Provider?***

All Eligible Training Providers must meet performance levels that are set by the Governor. Pre-Apprenticeship programs and other union-sponsored occupational training programs that do not operate under the National Apprenticeship Act must follow their LWIBs' application process, which usually includes submitting performance data for applicant programs. Providers should consider taking these steps:

- Contact your local Workforce Investment Board office. See attached document for a comprehensive list of state and local offices.
- Submit an Initial Eligibility Application with your local office.
  - You must submit an individual application for each training location.
  - You must also submit a unique and separate application for each program/course.
  - The state is mandated to verify applications within 30 days upon receiving them from the local board.
- In preparing your application, calculate your program's cost on a per-person basis. (See *Attachment F* for a sample formula with interactive table)
- To strengthen your application, explore community, educational, and business partnerships for your training program.

### ***6. How do I determine what kind of funding to seek?***

ARRA/WIA funds can be used in various ways to support union-sponsored occupational training programs, including apprenticeship, pre-apprenticeship, journey-level, and other occupational training programs. For details see Attachments A through E.

LWIBs can choose to contract directly with eligible training providers for the whole amount of the program, support specific parts of the program, or fund a selected number of participants.

If you are looking to support the actual training costs of program participants, **you will most likely be asked to calculate a per-person cost for your training program, much like a tuition cost for a class, regardless of how you collect and manage the program's funds.**

This training program “tuition” cost should include the cost of the training, equipment, safety precautions, and on-the-job earnings that meet area self-sufficiency standards. *See [Attachment F](#) for generic budget categories and formulas for cost calculation.*

In addition to seeking public dollars to pay for the education and training costs of specific individual “trainees,” union-sponsored occupational training programs can also request funding for training expansion that might not *necessarily* require a per-person tuition cost analysis. Public funds can support, for example, the addition of instructors to accommodate a larger pool of trainees, expansion of training materials and equipment.

## ***7. What are the Department of Labor competitive green jobs training grants and what sectors are these grants designed to support?***

In late June, the Department of Labor released five solicitation notices for \$500 million in competitive green jobs grants. The Department of Labor green jobs grants are direct federal grants from the Department of Labor and for the most part bypass most requirements of the Workforce Investment Act. Though being listed on the Certified List of Eligible Training Providers is not explicitly stated as a requirement for any of the solicitations, the Working for America Institute and its Center for Green Jobs strongly recommends any interested parties also be listed on their Statewide List of Eligible Training Providers.

The grants focus on seven specific “Green Jobs” sectors:

- Energy-efficient building, construction, and retrofits industries
- Renewable electric power industries
- Energy-efficient and advanced drive-train-vehicle industries
- Bio-fuels industries
- Deconstruction and materials-use industries
- Energy efficiency assessment industries serving the residential, commercial, or industrial sectors
- Manufacturers that produce sustainable products using environmentally sustainable processes and materials.

Many of the funding streams provide funding opportunities for labor. Specifically, labor is a mandated partner in three of the five solicitations; many of labor's workforce development allies are eligible for the other two. Below you will find a brief overview of each solicitation:

**State Market Information Improvement SGA**, \$50 million in funding is made available to State Workforce Agencies and partners with individual state grants ranging from \$750,000 to \$1,250,000 and regional consortium grants ranging from \$2 million to \$4 million to collect, analyze, and disseminate labor market information in to ensure that the training efforts being funded through the public workforce investment system give workers with the training that will be in demand for green jobs.

Though State Workforce Agencies are the only eligible applicants, they may partner with interested workforce development organizations, including labor organizations and labor-management organizations. Unions have an opportunity to work with their State Workforce Agencies to collect better information about the location and quality of jobs. Partnering with State Workforce Agencies also creates an opportunity to direct resources to union-related research organizations.

**Energy Training Partnership Grants**, \$100 million in funding is available to provide training and placement services in the energy efficiency and renewable energy industries for workers who have been impacted by national energy and environmental policy, individuals who are in need of updated training in relevant industries, and unemployed workers. Individual grants range from \$2 million to \$5 million.

- National labor-management organizations with local networks are eligible to receive funding. All training and placement activities must be conducted at the local level. Successful applicants will be required to fund at least two (2) but no more than five (5) sub-grants or sub-contracts to state and local affiliates.
- State or local non-profit partnerships are also eligible. Projects must be implemented by a diverse set of stakeholders, including labor organizations, public or private employers in the energy efficiency and renewable energy industries, and the workforce system.

**Pathways Out of Poverty Grants**, \$150 million in funding is available to integrate training and supportive services to create pathways out of poverty and into self-sufficient employment in energy efficiency or the renewable energy industries.

- National partnerships are eligible for individual grants ranging from \$3 million to \$8 million. State and local partnerships are eligible for grants in the range of \$2 million to \$4 million.
- These grants can be used by unions to expand the range of their training and support services in current training or apprenticeship programs that can demonstrate service to targeted populations.
- The Pathways Out of Poverty Grants can also help union-endorsed pre-apprenticeship programs improve and expand their services.

**State Energy Sector Partnerships and Training Grants**, \$190 million is available to State Workforce Investment Boards that demonstrate successful partnerships between the public workforce development system and private and public entities to provide training for jobs in the renewable energy and energy efficiency industries. Individual grants range from \$2 million to \$4 million.

- Though State Workforce Investment Boards are the only eligible applicants, their applications must consist of partnerships with the State Workforce Agency, Local Workforce Investment Boards, One-Stop Centers, and at least one representative from: (1) state cabinet officials receiving Recovery Act funding, (2) energy efficiency and renewable energy businesses, and (3) labor organizations.
- These grants can be used to increase investments for union training programs to expand participation and services offered.

**Green Capacity Building Grants**, \$5 million in funding is made available to support capacity building for specified existing DOL grantees to provide training for entry-level positions leading to career pathways in energy efficiency and renewable energy industries. Individual grants range from \$50,000 to \$100,000.

- Eligible DOL grantees are as follows: Indian and Native American Program; National Farm worker Jobs Program; Prisoner Re-Entry Initiative; Senior Community Service Employment Program; Women in Apprenticeship and Non-Traditional Occupations; Advancing Registered Apprenticeship into the 21st Century; Youth Build; and Young Offender Grants.

## ***8. Why should I consider partnerships in seeking ARRA funding?***

The American Recovery and Reinvestment Act and the Obama Administration have both explicitly stated the importance and need for ground-breaking partnerships in workforce and economic development. The Department of Labor, many State Workforce Agencies, and Local Workforce Investment Boards are looking for and favoring training programs that involve a diverse set of stakeholders. The implementation of workforce development within the American Recovery and Reinvestment Act depends on the creation and continued participation of partnerships. **These partnerships can unite stakeholders around a mission to boost their regional economies, create opportunities to reach communities that have been historically under-represented in the nation’s better-paying jobs, and can lead our nation on a path to recovery.**

*“How do we get America on the high road? The answer; I believe, lies in partnerships—partnerships between unions and employers, between industry groups and community groups, between workers and academic and political leaders, between foundations and government agencies and schools and colleges.”—President John Sweeney, AFL-CIO*

Potential partners for union-sponsored training programs—in addition to employers are: community organizations, faith-based organizations, public school districts, community colleges, vocational schools, Local Workforce Investment Boards, and others.

<b>Potential Partners</b>	<b>Benefits of Collaboration</b>
Community Organizations and Faith-Based Organizations	Non-profit community organizations can often help broaden labor’s outreach into communities with under-representation in the nation’s better-paying jobs.
Community Colleges	Union occupational training programs can find ways to partner with community colleges to ensure college credit for their training programs.
Employers	Employers are already partners in most union-sponsored training programs. In addition to Taft-Hartley governed contributions, unions can negotiate other employer contributions for training and placement programs. Unions can also work with employers to match dislocated workers and job seekers to good union jobs
Local Workforce Investment Boards	Unions can work with their Local Workforce Investment Boards to leverage public dollars to support tried-and-true union and employer-supported occupational training programs

It is important to note that \$4 billion funding allocated by ARRA for workforce development is meant to be spent over two years. Due to this limited time-frame training programs should quickly result in employment. LWIBs, SWIBs, and the Department of Labor are all looking to fund training programs that result in employment within this two-year period. Therefore given union connections to employers and employment, union-sponsored programs are most equipped to meet the stipulations of Recovery Act funding and should be looked up on as favorable applicants.

After that two-year period, programs funded by the Workforce Investment Act may continue at amounts that are appropriated yearly. It is generally accepted that programs funded by the Workforce Investment Act may experience decreased levels of funding. Nevertheless, if programs achieve good employment outcomes during the two year period, they will be well-positioned for continued WIA funding. Funding for the Department of Labor Competitive green jobs grants will depend on future agency budgets, appropriations from the Green Jobs Act of 2007, and other new funding streams.

**Resources:**

High Road Partnerships Report. 2002.  
<http://www.workingforamerica.org/documents/HighRoadReport/highroadreport.htm>

Training and Employment Guidance Letter NO. 2-07. July 12<sup>th</sup>, 2007.  
<http://wdr.doleta.gov/directives/attach/TEGL/tegl2007/TEGL2-07acc.pdf>

Advanced Manufacturing Workforce Strategies Tool Kit. 2009  
<http://www.workingforamerica.org/toolkit/default.asp>

Training and Employment Guidance Letter NO. 14-08. March 18<sup>th</sup>, 2009.  
<http://wdr.doleta.gov/directives/attach/TEGL/TEGL14-08.pdf>

### **About This Guide:**

This guide was produced by the Working for America Institute and the AFL-CIO Center for Green Jobs. For more information write to [info@workingforamerica.org](mailto:info@workingforamerica.org).

**We are constantly looking for more examples and success stories from across the nation. If you would like to share your success stories and best practices with us, please contact Ragini Kapadia at [rkapadia@workingforamerica.org](mailto:rkapadia@workingforamerica.org) or by phone at (202) 508-3723.**

## **ATTACHMENT A: WIA FUNDING SUCCESS STORY**

The Wisconsin Regional Training Partnership / BIG STEP (WRTP / BIGSTEP) is a multi-union<sup>1</sup>, multi-employer effort to link employers, workers, and unions to improve worker training and preserving jobs in the Greater Milwaukee construction, manufacturing, and other skilled trades and to prepare for emerging industries. WRTP has an extremely diverse base of funding including public funds, privately negotiated funds, and philanthropic contribution. WRTP receives WIA funding from both the Governor's 15% Discretionary Fund and funding from area Local Workforce Investment Board(s).

WRTP / BIGSTEP uses WIA funding from Local Workforce Investment Board(s) as flexible ITA vouchers for class tuition costs, materials and books costs for participants, and union initiation fees. Using their WIA ITAs in a flexible manner enables WRTP / BIGSTEP to mix and match funding, thus maximizing resources available to them. Thus avoiding geographic restrictions for program eligibility and lifting barriers to participation for individuals who are not traditionally eligible for public support.

As certified eligible training provider in the state of Wisconsin, WRTP / BIGSTEP facilitates, sponsors, or subcontracts to local trades, thus enabling them to receive WIA funding without going through the process of becoming an eligible training provider. Essentially, WRTP / BIGSTEP has been able to subcontract the pre-employment training to the trades.

They have also utilized WIA dollars to provide travel stipends for students who need to travel to union training centers. WRTP / BIGSTEP also uses WIA funds for vocational English-as-a-Second- Language (ESL) training for incumbent workers. They have also used WIA ITA vouchers for apprentice candidates who have already completed training and passed trades tests. The WIA funds are used to help apprentice candidates earn a "special skills certificate," which makes them more valuable as apprentice candidates and significantly helps them with placement in a trade.

WRTP also receives statewide WIA funding from the Governor's 15% Discretionary Fund to increase the participation and retention of new apprentices, with a focus on apprentices from urban areas.

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<sup>1</sup> Unions WRTP works with: SEIU, UNITE HERE, AFSME, USW IAM, UAW, Building and Construction Trades, LIUNA, Carpenters, IBEW, Operating Engineers, Plumbers & Pipefitters, and Painters.

## **ATTACHMENT B: WIA APPRENTICESHIP TRAINING SUCCESS STORY**

The trades' training programs along the coast of Southeast Georgia have received public funds for their apprentices. Once the Coastal Workforces Services Board (the Local WIB covering Savannah and Brunswick, Georgia) learned about the opportunities to invest in world-class training, they moved quickly to invest in building and construction trades unions' and their employers' apprenticeship programs.

The partnership started when the joint labor-management committees of the UA and IBEW connected their apprenticeship programs to the workforce system to enhance their training—paying for books, instructors and equipment, and covering the out-of-pocket expense for apprentices. The partnership relies on a system of participant training vouchers, which are similar to ITAs but are based on contracts for service. The LWIB has agreed to cover the expenses of half of the apprentices annually admitted into the JATC programs; the JATC finances the other half.

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## **ATTACHMENT C: WIA PRE-APPRENTICESHIP TRAINING SUCCESS STORY**

1. For more than 30 years, Nontraditional Employment for Women (NEW) has trained hundreds of women and placed them in careers in the skilled construction, utility, and maintenance trades, helping women achieve economic independence and a secure future. NEW will train 500 women in 2009 alone. NEW primarily serves low-income minority women from all five boroughs in New York City. These careers enable NEW graduates to provide a secure future for themselves and their families.

The number of women construction workers in New York City has grown substantially as a result of a coordinated effort among NEW, labor unions<sup>2</sup>, contractors, and government. With a commitment by these partners to place women in 10% of all new apprenticeship slots, over 550 recent NEW graduates have found work as electricians, carpenters, plumbers, painters, ironworkers, operating engineers, and sheet metal workers. An additional 225 women have found careers in the energy, transportation, and facilities maintenance industries. These women are changing their lives and the skyline of New York City.

In 2001, NEW received funding for three years from their Local Workforce Investment Board. In 2004, their three-year contract ended without renewal. NEW is currently applying to both their Local Workforce Investment Board and their State Workforce Investment Board for both local and state WIA funding.

Currently, NEW offers two, free core training programs, Blue Collar Prep and NEW at Night. Blue Collar Prep is a six-week daytime program for unemployed women. NEW at Night is a six-week evening program for working women, many of whom are underemployed. NEW conducts training cycles continually throughout the year in order to meet the recruitment demands of employers and union apprenticeship programs. NEW's comprehensive, innovative curriculum, developed in collaboration with union apprenticeship directors and employers, includes basic hands-on shop classes in carpentry, electrical work, and painting, lifting and carrying, trades math, and health and safety training. NEW is adding a green training program, ReNEW, later in 2009

Contact: Amy Peterson  
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<sup>2</sup> Empire State Regional Council of Carpenters; International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers, Local Union No. 40 & 361; International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers, Local Union No. 580; International Association of Heat and Frost Insulators and Asbestos Workers, Local Union No. 12A; International Brotherhood of Electrical Workers, Local Union No. 3 (EE Division), Joint Committees of the Elevator Industry, Joint Apprentice and Training Committee; International Brotherhood of Electrical Workers, Local Union No. 3; International Union of Elevator Constructors Local No.1 AFL-CIO; International Union of Operating Engineers, Local 15; International Union of Operating Engineers, Local 30; IUPAT District Council 9 New York Painters and Allied Trades; Mason Tenders District Council of Greater New York and Long Island, Asbestos Lead and Hazardous Waste Laborers' Local 78; Mason Tenders District Council of Greater New York and Long Island, Construction & General Building Laborers' Local 79; Metallic Lathers and Reinforcing Ironworkers, Local Union No. 46; NYC District Council of Carpenters; Plumbers Local Union 1 of New York City; Sheet Metal Workers International Association, Local Union No. 28.

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2. In the past, the San Diego Building and Construction Trades Council have received funding from the Governor's 15% WIA Discretionary Fund for their pre-apprenticeship program called JobLinks, which connects students to a variety of careers in the trades. The program consists of 96 hours each of classroom instruction and hands-on, paid training that prepares students for exams and interviews necessary to enter an apprenticeship program.

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## **ATTACHMENT D: WIA JOURNEY-LEVEL TRAINING SUCCESS STORY**

Starting in 2001, Construction Works of West Virginia, run by the West Virginia State Building and Construction Trades Council, AFL-CIO, helped upgrade the skills of more than 150 of its members after receiving support from statewide WIA funds from the Governor's 15% Discretionary Fund. Noting that the trades council had trained 50 more workers than the initial grant had sought, Governor Bob Wise renewed the program in 2002 for another two years with \$600,000 in additional funding for journey-level upgrade training.

Over the years, Construction Works has consistently outperformed other training programs in the state and has consistently over-delivered on training commitments. Using funds from the Workforce Investment Act System has enabled Construction Works to train hundreds of incumbent workers to upgrade their skills. With technological changes and emerging industry sectors, it is important to provide additional training for current workers so they can be part of a cutting-edge workforce.

Working directly with existing apprenticeship and journeymen training programs from craft affiliates, Construction Works has a flexible needs-driven journey-level training curriculum. They determine their curriculum based on workers' and industry needs. Classes have ranged from lead abatement, asbestos removal, and welding. Construction Works plans to expand its classes to include solar PV installation, green and living roofs, green materials handling, and energy efficient HVAC installation.

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## **ATTACHMENT E: WIA UNION SPONSORED (NON-APPRENTICESHIP) OCCUPATIONAL TRAINING PROGRAM SUCCESS STORY**

The Community Learning Center, Inc., is a private, non-profit organization founded in 2000 by leaders of the Tarrant County Central Labor Council “to provide model educational, training, and placement services that lead to better jobs and careers for Texans who need and want them most through labor partnerships with industry, business, government, schools, and community organizations.” Toward this end, it operates a number of workforce development programs for unemployed and underemployed workers, including dislocated workers, individuals with disabilities, at-risk youth, youth offenders, and persons from low-income backgrounds.

CLC, Inc. successfully fulfills its mission through the North Central Texas Aerospace and Advanced Manufacturing Industry Training Partnership, which is made up of representatives from industry<sup>3</sup>, labor unions<sup>4</sup>, Local Workforce Investment Boards (LWIBs)<sup>5</sup>, Tarrant County College, Fort Worth Chamber of Commerce, Texas Manufacturing Assistance Center, Texas Workforce Commission, U.S. Department of Labor, and United Way of Tarrant County.

Local area Workforce Investment Boards serve as a primary source of referrals to CLC, Inc. They also provide funding and support to cover supportive services, transportation, and childcare assistance for WIA-eligible program participants.

Industry partners assist CLC, Inc. in developing training qualifications and curriculum materials, and also provide CLC, Inc. trainees preferential interviews for job placement. CLC, Inc., provides the recruitment, screening, case management, training, and job placement and retention services needed to prepare and successfully place individuals in employment in the region.

CLC, Inc., currently operates occupational skills training programs in the areas of Structural Aircraft Assembly, Composite Bonding, Aerospace Manufacturing, Welding, and Machining, each involving 160 to 280 hours of classroom and hands-on instruction in a virtual factory environment. It also runs MSSC computer-based training programs for Certified Production Technicians, Certified Logistics Associates, and Certified Logistics Technicians. Although the majority of the trainees in these programs are dislocated workers, some of whom have manufacturing experience, many trainees come from other types of employment backgrounds.

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<sup>3</sup> Lockheed Martin Aeronautics Company-Fort Worth, Bell Helicopter Textron, Vought Aircraft Industries, Composite Technologies, Elbit Systems of America, Hampson Aerospace, Interconnect Wiring, and Triumph Fabrications-Fort Worth.

<sup>4</sup> International Association of Machinists and Aerospace Workers; UAW Local #218; UAW Local #848.

<sup>5</sup> Workforce Solutions for Tarrant County, Workforce Solutions Greater Dallas, and WorkForce Solutions for North Central Texas

## **ATTACHMENT F: TABLE OF SAMPLE COST CALCULATIONS**

Use the generic table below to calculate program costs, to determine the amount of public funding needed to maintain your current program, and to determine the cost of training per person (tuition cost). **You can directly enter numbers into the table to see sample calculations.** (NOTE: Shaded rows represent formula cells; do not enter numbers into these rows. Additionally, you must enter an amount for “Number of Individuals Trained” for the sample formula to work.)

Budget Categories	Associated Costs
Coordinating Staff ( A )	
Trainers and Instructors ( B )	
Text Books ( C )	
Uniforms, Tools, Safety Supplies ( D )	
Instructional Equipment ( E )	
Apprentices' Wages ( F )	
Apprenticeship Recruitment Costs ( G )	
Instructor Recruitment and Training ( H )	
<b>Program Costs Subtotal</b>	<b>\$0.00</b>
Administrative Costs (Recommended to be kept below 5% of Program Costs) ( I )	
<b>Total Program Cost ( J )</b>	<b>\$0.00</b>
Employer Contribution ( K )	
Union Contribution ( L )	
<b>Current Funding</b>	
<b>Amount of Public Funding Needed</b>	<b>\$0.00</b>
Number of Individuals Trained ( O )	20
<b>Cost per Individual</b>	<b>\$0.00</b>

**If you are not able to use use the table above to calculate sample totals, use the following generic formulas.**

$$\text{Total Program Cost} = A + B + C + D + E + F + G + H + I$$

$$\text{Current Funding} = K + L$$

$$\text{Amount of Public Funding Needed} = \text{Total Cost ( J )} - ( K + L )$$

$$\text{Cost per Individual} = \text{Total Cost ( J )} / \text{Number of Individuals Trained ( M )}$$