



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

Section 1: Project Design and Overview (30%)

Question - 1.0

Provide an introduction of your High Road expansion strategy (increased number of participants? New region (s)? New employer partners? New skills training? New industry or adjacent industry? Etc.) This should include an overview of the project and how it aligns with the High Road principles.

With the proposed grant funding, we will expand the SMART union and CAL SMACNA partnership through our Joint Apprenticeship and Training Committees (JATCs), ensuring that the high road approach is not just the exception but the norm in sheet metal. We will expand training capacity and equip our workforce with the skills required to meet California building energy efficiency standards through partnership with the UC Davis Western Cooling Efficiency Center (WCEC). This project will result in a more diverse, resilient, skilled-and-trained workforce that will contribute to the state's economic growth by creating good-paying union jobs and addressing sustainability concerns.

New Skills Training

Our JATCs require significant investment in order to ensure that we have a sufficient supply of labor to capture market share and meet California's climate goals. A number of our JATCs lack Heating, Ventilation, and Air Conditioning (HVAC) and other types of training units that meet California Building Energy Efficiency Standards. With technical assistance on equipment purchases from WCEC, investment in new training technology, and instructors that specialize in energy-related certifications, our JATCs can train workers to earn energy efficiency-related certifications (e.g., Mechanical Acceptance Test Technician - MATT, Testing Adjusting, and Balancing Bureau - TABB) that will lead to a sufficient supply of skilled-and-trained workers that can capture market share and meet California's climate goals.

High Road Recruitment - New Participants and Partners

It is essential to address the declining union membership in the construction industry. By making appropriate adjustments to training and recruitment practices, unions can ensure that workers, particularly those from minority communities and disadvantaged backgrounds, have access to high road construction employment. Recruitment through expanded training programs and high road outreach are avenues we plan to take to do so. Currently, we find ourselves short of the manpower required to complete the jobs we see on the horizon. Our goal is to increase program recipients by centering our recruitment efforts around populations that haven't previously had easy access to apprenticeship programs in the trades. To recruit, we partner with pre-apprenticeship programs across the state that work with young people of color, justice-involved individuals, LGBTQIA+,



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

women, foster youth, veterans, and people with disabilities. However, we have a backlog of approved applicants just waiting on a call to start their apprenticeship, many coming from pre-apprenticeship programs. With expanded training capacity, we can recruit and retain more from these communities.

With the requested funding, we also plan to further invest in a top-down outreach model that can engage low road employers to become high road. These formerly nonsignatory contractors will then be trained at our JATCs, leading to a good-paying job with benefits and a pension plan.

Question - 2.0

Explain your plan to deepen and/or expand industry-based worker-focused training partnerships. Specifically, describe how your expansion strategy builds on your engagement with core (required) project partners. See the RFA and Application Guide for required partners.

Our plan to deepen and expand our industry-based worker-focused training partnership is multifaceted and strategically designed to address key challenges within the industry. We are positioning ourselves as key industry leaders and supporters of California's energy efficiency and decarbonization efforts. By training apprentices and journeypersons on California's evolving needs, we aim to develop a highly skilled and trained workforce that can cater to the state's ever-changing construction demands. Our focus on energy efficiency and sustainability aligns with the industry's shift towards more environmentally conscious practices. This equips our workforce with the expertise to excel in the construction of energy-efficient buildings and systems, enhancing our market competitiveness.

One crucial aspect of our expansion strategy involves addressing the backlog of approved applicants, many of whom come from pre-apprenticeship programs. By recruiting pre-apprentices and also investing in our top-down outreach model approach, we aim to streamline the process of placing apprentices and journeypersons with high road contractors and increase the number of said employers. This will ensure a smoother transition from training to employment. To tackle the backlog, we will expand JATC capacity to focus on admitting approved applicants from those programs. Additionally, by proactively engaging with these programs, we can continue to identify qualified candidates who are eager to enter the construction industry. Our JATC's comprehensive support services, including mentoring and job placement assistance, will help these approved applicants overcome barriers and successfully integrate into the workforce.

Collaborating further with SMACNA, we will actively identify and target low road contractors whom we can integrate into the high road pathway. Through investment in our top-down outreach model approach, we will engage with contractors to improve working conditions and training



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

opportunities. In expanding this partnership, we can ensure that the high road approach is not just the exception but the norm in our industry.

By offering a comprehensive and inclusive training program, we attract a diverse workforce that reflects the communities we serve, enhancing our industry's reputation and appeal. And by actively engaging with these contractors, we aim to encourage them to join our high road training partnership and adopt the principles of fairness, inclusivity, and sustainability.

Question - 3.0

Describe program design, including approach to/plans for training, for support services, and strategies for job placement or career advancement.

Our program is designed around a comprehensive model that integrates high-quality training, robust support services, and strategic job placement or career advancement strategies to ensure success for participants from diverse backgrounds and experiences.

Training Approach

Our training framework builds upon our longstanding commitment to offering comprehensive apprenticeship and journey person programs. The curriculum, developed in partnership with the jointly-sponsored International Training Institute (ITI), CAL SMACNA, and WCEC is designed to meet and exceed the evolving demands of the industry. It offers participants the opportunity to acquire the necessary skills to meet California's building energy efficiency standards and ensure sustainability. Training covers a broad spectrum of topics, from essential sheet metal fabrication and installation skills to advanced energy efficiency and sustainability practices. In addition, we plan to expand our capacity to train new apprentices and upskill journey persons on new Variable Refrigerant Flow (VRF) Heat Pump Systems and Testing, Adjusting, and Balancing (TAB) to earn energy-related certifications to increase access to existing high-road jobs and create pathways for job growth for journey persons already employed by high road employers.

Support Services

To facilitate successful entry into the workforce, the unions, and JATCS will provide comprehensive support services to our pre-apprentices and apprentices. This includes mentoring, counseling, and job placement assistance. A strong emphasis is placed on fostering an inclusive environment where individuals from underrepresented groups, including people of color, justice-involved individuals, LGBTQIA+ community members, women, foster youth, veterans, and people with disabilities, are welcomed and supported. Our 'Belonging and Excellence for All' (BE4ALL) initiative plays a crucial role in this process, ensuring that all members experience the opportunities that come with being a union member in SMART.



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

Job Placement and Career Advancement Strategies

Our approach to job placement and career advancement is rooted in the strong partnerships we've cultivated with industry employers, community organizations, and pre-apprenticeship programs across the state. Our unions take the lead on what we call 'dispatch procedures' to place apprentices with high road employers to give them valuable on-the-job training and job hours. Moreover, our top-down outreach model approach actively engages with low road contractors to promote fair working conditions and equitable opportunities. Our program design places a heavy emphasis on equipping recruits through this approach with the skills required to grow within their careers, promoting longevity and advancement within the sheet metal trade.

Question - 4.0

What evidence of past investments impacts your new, proposed project? What evidence of success and lessons learned will be applied to this proposed project?

In the past, we have received grants to invest in our training programs, which have provided us with learning lessons and successes that will have a major impact on how we approach our H RTP.

For instance, our Sacramento JATC successfully received grant funds from the Sacramento Municipal Utility District (SMUD) to enhance training infrastructure, particularly within the realm of HVAC systems. This investment has proven to be pivotal in equipping our apprentices and journeypersons with the necessary skills to meet the rapidly evolving demands of the industry. Through SMUD's generous grant, we were able to integrate state-of-the-art HVAC systems into our training program. This allowed our apprentices and journeypersons to gain hands-on experience with the latest technology, ultimately leading to an increase in the number of energy-related certifications they earned. The grant funding played an instrumental role in enriching our training programs, making them more comprehensive and aligned with current industry standards.

However, due to financial barriers and limited capacity, we have not always been able to equip ourselves with leading technologies and equipment that will allow us to meet California's ever-evolving climate goals. Another crucial element that has shaped our approach to the proposed H RTP project is the partnership with the UC Davis Western Cooling Efficiency Center (WCEC). This collaboration will be instrumental in allowing us to stay at the forefront of technological advancements in the industry. Through the WCEC partnership, we will leverage their expertise to provide our Training Coordinators with technical assistance on new technologies. This will be particularly beneficial in our efforts to meet and exceed the Title 24 Building Energy Efficiency Standards. The valuable insights gained from working with the WCEC have previously guided our investment in new technologies, thus enriching our training infrastructure and boosting the number of energy-related certifications earned by our workforce.



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

Another lesson learned is that in the past, we have recognized the disparities in opportunities available to marginalized communities within the construction industry. To address this, SMART and SMACNA launched initiatives like the 'Belonging and Excellence for All' (BE4ALL) program, which aims to ensure that all members, especially those from historically underrepresented groups, have access to the benefits and opportunities of union membership. To provide opportunities in California, we have partnered with organizations like the California Labor Federation on their ERICA grant, which will provide subsidized childcare services for apprentices.

The lessons learned, and the success of our grant programs and partnership with WCEC have provided us with crucial insights that we intend to apply to our proposed H RTP project.

Question - 5.0

Describe how the project creates access to quality jobs.

Our project significantly amplifies access to quality jobs in several key ways. Firstly, by expanding our training capacity, we are directly responding to the growing demand for skilled professionals in the construction industry. Additional training opportunities we offer translate into high-quality jobs for qualified applicants, equipping them with highly sought-after skills in an evolving carbon-neutral economy. Furthermore, these opportunities are not limited to the short-term; we are preparing our trainees for a lifelong career, supplying them with an adaptable skill set that will serve them as industry demands evolve.

Secondly, our Joint Apprenticeship Training Committees (JATCs) are committed to providing apprentices with an in-depth, well-rounded education that balances job-specific skills with a broader knowledge base. This holistic approach ensures our trainees are not only prepared for their immediate job prospects but are also equipped to adapt as industry demands change over time. This approach guarantees job security and career longevity, making these not merely jobs but career pathways with high growth potential.

Additionally, our union-backed training program is highly advantageous for apprentices. All training is provided free of charge by the members of SMART and SMACNA, and apprentices earn competitive wages while they learn. They also receive a robust benefits package that includes portable health insurance and pension contributions. This 'earn as you learn' model provides financial stability for apprentices as they develop their skills, making these jobs accessible to a wide range of individuals, including those from disadvantaged backgrounds.

In order to ensure that these quality job opportunities reach as many individuals as possible, we are making a concerted effort to recruit from marginalized communities and areas outside of the large



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

metropolitan regions. We are investing in outreach staff to identify and engage with these communities, effectively widening our net of potential trainees. This approach not only provides opportunities for individuals who might otherwise struggle to access such training but also helps to diversify our workforce, bringing a range of perspectives and experiences that enrich our industry.

In engaging nonsignatory contractors through our top-down outreach model, we aim to uplift their workers by offering them the opportunity to avail themselves of the numerous benefits that union membership brings, including fair pay, job security, and collective bargaining rights. This strategy aligns with our overarching mission of providing quality jobs to as many Californians as possible, contributing to a healthier and more equitable economy.

Question - 6.0

Describe how the project will create equity for workers.

The project is committed to creating equity for workers by implementing a range of strategies that address historical disparities and promote equal opportunities within the construction industry. SMART and SMACNA will actively work towards leveling the playing field and empowering workers from diverse backgrounds through:

Inclusive Recruitment: The partnership proactively reaches out to pre-apprenticeship programs and community-based organizations that target marginalized communities, including people of color, justice-involved individuals, veterans, and women. By expanding recruitment efforts to underrepresented populations, the project aims to provide equitable access to training and career opportunities.

Mentorship and Support: The project goes beyond offering training and apprenticeship programs by providing comprehensive support services, such as child care services, mentoring, counseling, and job placement assistance through union dispatch procedures. This support helps to ensure that all participants, particularly those facing barriers, have the resources and guidance needed to succeed in their careers.

Worker Representation and Voice: The partnership through our unions and JATCS actively involves workers in the design, delivery, and evaluation of the program through anonymous feedback systems, union rep 1:1s, and union membership meetings. By giving apprentices a voice in decision-making processes, the project ensures that workers' perspectives and needs are acknowledged and integrated into the program's development.



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

Diversity Equity & Inclusion: The adoption of the Be4ALL initiative between SMART and SMACNA underscores the partnership's commitment to fostering an inclusive work environment. By embracing differences in age, ability, ethnicity, gender identity, and other characteristics, the project ensures that every worker feels valued and respected, promoting a sense of equity and belonging.

Training and Advancement: By equipping workers with the necessary skills to meet and exceed California's energy efficiency standards, the partnership enhances their marketability and advancement opportunities. This emphasis on skill development supports workers in accessing higher-paying positions and ensures equitable access to career growth.

Addressing Wage Disparities: The partnership recognizes the persistent wage disparities between different racial and ethnic groups in the construction industry, which is persistent with low road employers. Through its inclusive approach to recruitment and training, the project seeks to bridge these wage gaps, promoting economic equity for all workers.

By incorporating these equity-driven strategies into its training and recruitment efforts, the project is dedicated to creating a more equitable construction industry. The focus on diversity, inclusion, and worker empowerment ensures that individuals from historically underrepresented backgrounds have equal opportunities to access high road construction employment.

Question - 7.0

Describe how the project will amplify worker voice.

This project will provide comprehensive support services to pre-apprentices and apprentices, including mentoring, counseling, and job placement assistance to increase their chances of successful entry into the workforce.

Apprentices will be given a voice throughout the process in the design, delivery, and program evaluation. The HRTP will create a system for anonymous feedback. This would allow apprentices to share their thoughts and ideas without fear of reprisal. The feedback would be collected through quarterly surveys and online forums. As part of the surveys, we would involve apprentices in the program evaluation process. This would allow apprentices to provide input on how the program is performing and how it could be improved.

SMART local unions, as the workers' representatives, play a vital role in advocating for the apprentices and ensuring their perspectives and needs are heard. As a recognized leader in representing sheet metal workers, SMART has a longstanding commitment to amplifying worker

High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

voices and providing a platform for meaningful worker representation and participation. Within the high road training partnership, SMART actively engages with workers through their representation in labor-management cooperation committees and ongoing discussions. Their involvement in decision-making processes ensures that worker concerns, interests, and experiences are taken into account when shaping the training program. SMART local unions will continue to amplify worker voices through their active compliance departments that ensure worker safety/rights, as well as by conducting regular, comprehensive needs assessments.

When apprentices are given a voice, they are more likely to be engaged in the learning process and feel like they have a stake in the success of the program. This will lead to improved program quality, and apprentices who feel like they have a voice are more likely to be satisfied with the program. This will lead to increased retention and a more positive work environment. This will also open up lines of communication between them and JATC staff, and help resolve problems, and improve the overall flow of information.

Question - 8.0

(Optional) Describe how project will contribute to industry growth.

The project will make a significant contribution to industry growth within the sheet metal sector. By expanding training capacity and equipping the workforce with the skills required to meet and exceed California's building energy efficiency standards, the partnership ensures that the industry stays at the forefront of evolving demands. The comprehensive training programs provided by our JATCs foster a skilled and trained workforce that can effectively address industry challenges and meet the growing need for energy-efficient solutions.

Additionally, the project's focus on environmental sustainability aligns with the industry's shift towards more eco-friendly practices. By promoting energy efficiency, the partnership helps the industry become more environmentally conscious, supporting the transition to a greener future. This not only contributes to industry growth but also positions the sheet metal sector as a leader in sustainable construction practices.

Furthermore, the partnership's commitment to diversity, equity, and inclusion enhances industry growth by tapping into a broader talent pool. Through targeted recruitment efforts and collaborations with pre-apprenticeship programs, the project provides opportunities for individuals from historically underrepresented groups to enter the industry. By fostering diversity and inclusion, the partnership promotes innovation, creativity, and a more dynamic workforce, which are key drivers of industry growth.



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

Moreover, the project's collaboration with various stakeholders, including community-based organizations, subject matter experts, and local workforce development boards, strengthens industry ties and knowledge-sharing. This collaboration facilitates the identification of emerging market opportunities, promotes continuous education, and ensures the industry remains adaptable to changing demands. By fostering partnerships and engaging with stakeholders, the project contributes to a vibrant and resilient industry ecosystem.

In light of the declining construction union membership, the H RTP takes on added significance in promoting industry growth and addressing the challenges faced by both union and nonunion workers, especially those from minority communities and disadvantaged backgrounds. As the construction industry's workforce has grown in the robust U.S. economy, union membership has steadily declined over the past decades. In California, the percentage of unionized workers in the construction industry is only 15.2%, reflecting a broader trend of declining union density.

Nonetheless, the construction industry continues to offer numerous opportunities for high-paying jobs, particularly in skilled trades like sheet metal work. The challenge lies in connecting with candidates from underrepresented backgrounds to fill these positions. The partnership recognizes the importance of making appropriate adjustments to its training and recruitment practices to ensure a diverse and inclusive workforce.

Question - 9.0

California strives toward achieving a carbon neutral economy, and workers will be at the center of this effort. If applicable, please describe how your project will address climate mitigation, adaptation, and/or resilience.

To reach its climate goals, California has implemented various energy efficiency programs and building standards, which include the transition to clean, all-electric appliances to eliminate building emissions. According to the U.S. Energy Information Administration (EIA), Heating, Ventilation, and Air Conditioning (HVAC) is responsible for 35%+ percent of energy use in buildings. According to the Natural Resources Defense Council, households are currently spending over \$1,000 on HVAC alone each year and coupled with businesses, are responsible for approximately 70% of California's electric consumption and 25% of the state's greenhouse gas emissions. In certain climate zones, HVAC systems are the largest source of buildings' energy consumption.

To meet the state's greenhouse gas reduction goals, it is not enough to simply have aggressive building energy code standards; a skilled-and-trained workforce is needed to ensure those goals are met. Skilled-and-Trained technicians are vital to an HVAC system achieving design intent. California



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

communities will only achieve net-zero while maintaining adequate indoor air quality (IAQ) if HVAC units are installed and maintained by a skilled, trained, and certified workforce.

Moreover, the efficiency of HVAC systems is highly dependent on the quality of their installation. A report by the California Energy Commission found that 50% of new HVAC systems and 85% of replacement HVAC systems are installed incorrectly, resulting in a 20% to 30% increase in energy use. It is estimated that increasing HVAC permit and Title 24 compliance could reduce peak energy demand by up to 400 megawatts.

With our partners' experience comes the perspective that energy efficiency standards must not be looked at in a vacuum. Our partners work with members of the local communities to build the skilled, trained, and certified workforce of the future. Technicians are not simply taught specific tasks; they walk away from the 5-year training program with a system understanding of HVAC units and their associated components.

Without greater investment in worker education and training to ensure quality installation, energy-efficient HVAC systems will not provide the energy savings expected. Apprenticeships tie workforce development and training to employers directly involved with delivering the efficient technologies necessary to accomplish our collective goal of reducing energy consumption. Our training centers support zero-carbon workforce development, environmental justice, and equity, inclusive economic development and provide Science, Technology, Engineering, and Mathematics (STEM) education throughout California. Through our expanding partnership with WCEC, their technical expertise will ensure that our program is sustainable, both environmentally and as a model.

Question - 10.0

Describe the priority industry this partnership will serve. If "other" was selected on the cover page, make the case as to why the industry was selected as a priority based on labor market demand, job quality, and access to good jobs. To describe industry, you may use super sector (e.g., Transportation, Government/Public Sector)

Our project is specifically focused on enhancing and promoting the sheet metal trade within the construction industry. Sheet metal workers, through our JATCs, are trained to perform a wide selection of skills such as the production, fabrication, installation, detailing, service, and testing and balancing of sheet metal products and Heating, Ventilation, and Air Conditioning (HVAC).

Our project aims to support the sheet metal trade by providing specialized training programs, resources, and career advancement opportunities for sheet metal workers. We understand the need for continuous skill development in this trade, given the evolving technologies and techniques in the



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

production, fabrication, installation, detailing, service, and testing and balancing of sheet metal products.

Additionally, our project will facilitate partnerships and collaborations between sheet metal workers, employers, and industry stakeholders. We aim to create a platform for knowledge exchange, sharing of best practices, and fostering innovation within the sheet metal trade. By building a strong network of professionals, we seek to enhance the overall standards and expertise in this field.

Question - 11.0

Describe the occupation(s) targeted by the project.

- Architectural Sheet Metal
- Building Information Modeling (BIM)
- HVAC Service and Refrigeration
- Commercial HVAC
- Residential HVAC
- Welding and Industrial Sheet Metal
- Testing, Adjusting and Balancing (TAB)
- Sign Industry
- Roofing

Question - 12.0

Describe the region this partnership will serve. Use the region that best describes the scope of your project, such as defined by CERF region, labor region, County, air district, and/or bioregion.

The expanding High Road Training Partnership between the Western States Council of SMART and CAL SMACNA will serve the entire state of California. Our project takes a statewide approach to address the energy efficiency and sustainability needs of the construction industry. By working collaboratively, we aim to impact and benefit communities across the entire region. Our training programs and apprenticeship initiatives will be accessible to sheet metal workers and apprentices throughout California, ensuring that they have the necessary skills to meet the evolving demands of the industry and contribute to the state's economic growth. Additionally, our recruitment efforts will focus on underrepresented populations and disadvantaged communities statewide, aiming to provide equal access to high-paying union construction employment opportunities. Through this partnership, we aspire to create a more diverse, resilient, and sustainable construction workforce that will contribute to the overall development and success of California's construction industry.



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

3 SMART Local Unions

- SMART Local 104 spans 49 California counties from the Oregon border to Ventura County.
- SMART Local 105 serves the Southern California counties of Los Angeles, Orange, Riverside, San Bernardino, Kern, Inyo, and Mono.
- SMART Local 206 serves San Diego and Imperial County.

12 Regional Training Centers

Joint Apprenticeship Training Committees

- Bay Area Sheet Metal JATC
- Livermore Training Facility, 1401 Greenville Road, Livermore, CA
- San Jose Training Facility, 2350 Lundy Place, San Jose, CA. 95131
- Fairfield Training Facility, 4350 Central Place, Suite A, Fairfield, CA 94534
- Castroville Training Facility, 11060 Commercial Parkway, Castroville, CA 95012
- Southern California Sheet Metal JATC, 633 N. Baldwin Park Blvd, City of Industry, CA 91746
- Tri-Counties Sheet Metal JATC
- Ventura Training Facility, 1794 Goodyear Ave., Ventura, CA 93003
- Nipomo Training Facility
- San Diego Sheet Metal JATC, 4596 Mission Gorge Place, San Diego, CA 92120
- Northern California Valley Sheet Metal JATC, 3665 Bleckely Street, Mather, CA 95655
- Modesto Area Sheet Metal JATC, 841 Lone Palm Ave, Suite A, Modesto, CA 95351-1532
- Fresno and Vicinity Sheet Metal JATC, 5410 E Home Ave, Fresno, CA 93727
- Kern and Northern Los Angeles Counties Sheet Metal JATC, 620 Enterprise Way, Suite A, Bakersfield, CA 93307

7 CAL SMACNA Chapters

- Bay Area SMACNA Chapter
- Sacramento Valley SMACNA
- Northern San Joaquin SMACNA
- Central Valley SMACNA
- Tri-Counties SMACNA
- SMACNA Southern California
- San Diego SMACNA



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

Question - 13.0

Describe the target population(s) that will be recruited, enrolled, and served with this project. See list in the application guide.

We collaborate with pre-apprenticeship programs throughout the state, specifically targeting marginalized communities, including undocumented individuals, young people of color, justice-involved individuals, LGBTQIA+ community members, women, foster youth, veterans, and people with disabilities. By expanding our training capacity, we aim to continue to attract and retain individuals from these programs establish new partnerships with others, ultimately empowering and providing opportunities for those in marginalized communities. Below are some of the pre-apprenticeship and trade preparation programs we currently partner with:

- Women In Non Traditional Employment Roles (WINTER)
- Anti Recidivism Coalition
- Maxine Waters Employment Preparation Center
- Helmets to Hardhats
- Flintridge Center - Apprenticeship Preparation Program
- Slawson Southeast Occupational Center
- Miguel Contreras Foundation - Labor One-Stop Center
- Tradeswomen Inc
- Cypress Mandela
- Rising Sun
- PeopleWorkingTogether
- Pittsburg Works
- Richmond Build
- San Francisco City Build
- San Mateo Trades Introduction Program (TIP)
- ValleyBuild
- Trades Assurance Program (TAP)
- Trades Orientation Program (TOP)

We acknowledge the existing disparities in quality of life and limited access to economic opportunities in certain areas, which hinder the overall potential of our state. To address this, we seek additional funding to invest in a comprehensive top-down outreach model. This model will enable us to recruit workers from low-road employers, who often demonstrate more diversity due to their exploitation of vulnerable populations. Our focus lies in engaging workers from previously low-road employers and providing them with specialized training at our JATCs or upskilling



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

opportunities to acquire energy efficiency-related certifications. By actively engaging with these employers, we will improve working conditions and provide fair opportunities for all workers, thus contributing to a more equitable and prosperous state.

Question - 14.0

Will your project be serving new workers, incumbent workers, or both? Include participant outcomes and how project design will achieve these.

The focus of our project is to serve both new workers and incumbent workers, including sheet metal pre-apprentices, apprentices, and journeypersons. By expanding our training capacity, we will ensure that our workforce is well-equipped to meet California's evolving energy efficiency standards and achieve sustainability. This will result in a skilled and resilient workforce capable of creating good-paying union jobs and contributing to the state's economic growth.

Our project's key outcomes are twofold. Firstly, it aims to develop a more diverse and inclusive workforce by reaching out to populations historically underrepresented in apprenticeship programs and the building trades. To do this, we will invest in high road outreach staff that will use a top-down outreach model to recruit low road employers to join our high road training partnership and expand our training capacity to recruit/retain more from pre-apprenticeship program partners. By investing in these marginalized communities, we will create opportunities for growth and empowerment for new workers in the sheet metal trade. This approach will ensure that see a growing number of workers in high-paying union construction employment, promoting a more accessible and equitable industry.

Secondly, we seek to further prepare new and incumbent workers on California Title 24 building energy efficiency standards by preparing them to test for needed certifications with much-needed technology/equipment grades. Apprentices and Journeypersons who have already entered the workforce are in grave need of training or upskilling on energy-efficient units/systems. Further investment in Certifications and training courses to train apprentices and upskill journeypersons include:

- Certifying specialists in building commissioning and testing, adjusting, and balancing (TAB)
 - Our San Diego and Fresno JATCs currently lack TAB labs to train workers on. San Diego requires trainees to drive multiple hours to Los Angeles to train and prepare on TAB.
- Title 24 Mechanical Acceptance Testing Technician (MATT)
 - The 2013 Title 24 Standards specify that the CEC requires that these tests be done only by acceptance test technicians (ATT) who are certified by approved Acceptance

High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

Test Technician Certification Providers (ATTCP) to perform the required acceptance tests.

- Variable Refrigerant Flow (VRF) Lab - Heat Pump Systems Training
 - Building electrification initiatives are resulting in an explosion of electrified heating and cooling (heat pump) systems being installed in residential and commercial buildings. Electrifying the building sector is a critical step toward meeting California's decarbonization goals— our Southern California JATC, for example, is in need of a VRF lab to train new and incumbent workers on heat pump systems.

Question - 15.0

How will the project benefit underserved and/or under-resourced communities?

The proposed project will significantly benefit underserved and under-resourced communities in several ways. By collaborating with pre-apprenticeship programs and focusing on marginalized populations, including undocumented individuals, young people of color, justice-involved individuals, LGBTQIA+ community members, women, foster youth, veterans, and people with disabilities, we aim to empower individuals from these communities with opportunities for growth and economic mobility.

Through our high road training partnership, we will expand the capacity of our Joint Apprenticeship and Training Committees (JATCs) to attract and retain talent from these underserved communities. By providing comprehensive training and support, we will equip individuals with valuable skills to excel in the construction industry, particularly in areas related to energy efficiency and environmental sustainability.

Additionally, our partnership directly addresses climate adaptation issues by focusing on a skilled and certified HVAC workforce. Skilled technicians play a crucial role in achieving net-zero energy consumption and maintaining indoor air quality, which has a significant impact on the health and well-being of residents in underserved communities. With increased permit and Title 24 compliance rates, there will be a reduction in energy use, ultimately benefitting underserved communities that often bear the brunt of environmental challenges.

Our project's emphasis on collaborating with pre-apprenticeship programs and engaging low road employers ensures a pathway for individuals from marginalized communities to access high-quality training and career opportunities. By investing in their development, we break down barriers to entry into the construction industry and create a more inclusive and diverse workforce.



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

Through these efforts, the project will contribute to reducing economic disparities in underserved communities, providing access to well-paying union jobs, and promoting economic growth within these regions. By targeting populations that have historically faced limited access to economic opportunities, we strive to uplift underserved communities and offer a chance for greater economic prosperity and stability.

Question - 16.0

How will this project advance skills, opportunities, and career pathways for specific populations your project will be serving?

The proposed initiative will be a catalyst for advancing skills, opening up new opportunities, and forging career pathways for the specific populations our project aims to serve. By partnering with pre-apprenticeship programs and trade preparation initiatives, we are committed to empowering individuals from target populations.

Through our collaborative high road training partnership, we will significantly expand the capacity of our JATCs. This expansion will ensure that the targeted populations receive comprehensive and specialized training to excel in various aspects of the construction industry, with a particular focus on energy efficiency and sustainability.

Our initiative is designed to create tangible benefits for these populations, equipping them with valuable skills and certifications that will open doors to fulfilling and sustainable career opportunities. By focusing on sectors like HVAC systems, we will enhance the potential for workers to contribute meaningfully to California's net-zero energy goals and indoor air quality standards.

In addition to technical training, our program will also offer upskilling options to enable workers to acquire energy efficiency-related certifications. This approach will not only expand their skillsets but also offer them opportunities for upward mobility and career advancement.

By specifically targeting populations that have been historically underrepresented in the construction industry, we will break down barriers to entry and create inclusive pathways to success. Through hands-on training and support, we will empower these individuals to pursue high-paying union jobs, effectively reducing economic disparities and enhancing their overall quality of life.

Overall, our project is dedicated to fostering a more equitable and diverse workforce. By providing specialized skills, ample career opportunities, and comprehensive support, we are committed to



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

creating a positive impact on the lives of the specific populations we serve, ensuring they can thrive in the dynamic landscape of the construction industry.

Question - 17.0

Describe capacity and strategy to target, engage, and support the populations identified by your project.

We wholeheartedly acknowledge the existing disparities in the quality of life and limited access to economic opportunities in certain regions, which ultimately hinder the overall potential of our state. To address these challenges head-on, we recognize the need for additional funding to invest in a comprehensive top-down outreach model and expand our capacity to engage and support recruits from pre-apprenticeship programs.

Our proposed model centers around recruiting workers from low-road employers who often have a more diverse workforce due to their exploitation of vulnerable populations. By actively engaging with these employers, we intend to improve working conditions and create fair opportunities for all workers. This approach will contribute to a more equitable and prosperous state, where individuals from all walks of life can thrive in a supportive and inclusive work environment. High road outreach staff will be hired at each of our member SMART local unions in C.A. to target and engage low-road employers. Outreach staff will be trained and managed by lead union staff to ensure the effectiveness of our high road outreach efforts. In addition, we will collaborate with SMACNA to assist in identifying/targeting these low road contractors.

As we move forward with our High Road Training Partnership, we are committed to collaborating with pre-apprenticeship programs across California, with a specific focus on marginalized communities. Our aim is to provide opportunities and empower individuals from these programs, including undocumented individuals, young people of color, justice-involved individuals, LGBTQIA+ community members, women, foster youth, veterans, and people with disabilities. By expanding our training capacity, we will continue to attract and retain talent from these programs while forging new partnerships to ensure broader access to quality training.

Our collaborative efforts with pre-apprenticeship programs and low road employers align with our vision of bridging the gap between marginalized communities and the construction industry. By providing comprehensive training and support, we aim to empower individuals with the necessary skills to excel in their careers, fostering a more diverse and inclusive workforce.

With the grant funding we seek, we will have the resources to expand our reach, further existing partnerships, and create lasting change. Together, we will break down barriers, promote economic



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

mobility, and contribute to the overall growth and prosperity of our great state. Through these collective efforts, we are confident that our high road training partnership will be a catalyst for positive change, creating a workforce that is not only skilled but also reflective of the diverse communities we serve.

Question - 18.0

How will the project connect workers to quality jobs and/or entry-level work with clearly defined routes to advancement to quality jobs?

SMART/SMACNA JATCs provide apprentices with a strong educational foundation that provides them with the ability to adapt as demands change. Training on specific job-related skills without a broader educational foundation may prepare an apprentice to find jobs in the current market but does not provide the learner with the skills to adapt to the demands of other work when the skill for which he or she has been trained becomes obsolete. SMART/SMACNA JATCs further protect the interests of apprentices by offering all training to apprentices free of charge. They earn while they learn in accordance with a wage progression established under local collective bargaining agreements. The apprentices enjoy a generous wage and benefits package, including portable health insurance and pension, on public and private projects. The period of apprenticeship in our programs is five years and apprentices receive a pay rate increase periodically after their first year probation period. The JATCs also assist in job placement. Applicants accepted for training are placed on a dispatch list for job assignments as positions become available. The contractor that the Apprentice is dispatched to provides On-the-Job Training.

Further investment in our JATCs will enable us to accommodate a larger number of apprentices, meeting the demand from the over 2000 approved applicants waiting to join our workforce. By doing so, we will bridge the gap between eager individuals and meaningful employment, ultimately strengthening our union sheet metal workforce and positively impacting the overall economy.

We believe that by securing additional resources for our training programs, we can effectively address the backlog of approved applicants and provide them with the opportunities they deserve. This investment aligns with our mission to foster a skilled and highly trained workforce while also supporting California's goals for a sustainable and carbon-neutral future.



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

Question - 19.0

Provide a detailed explanation justifying your funding request. Include relevant information justifying any high costs allocated in your Budget Narrative and Supplemental Budget, including high staff salaries, travel, support services, contractor expenses, etc.

An essential part of our project lies in investing in advanced training systems and labs. In the rapidly evolving construction industry, the provision of state-of-the-art training systems and labs is not a luxury but a necessity. Our aim is to ensure our apprentices and journeypersons have access to the latest technology and develop the required competencies to meet the industry's growing demands, particularly in relation to energy efficiency and sustainability.

For example, we have allocated significant funding for 6 new HVAC units and VRF Lab equipment at our Los Angeles JATC. These funds, amounting to \$1,000,000.00 for HVAC units and \$500,000.00 for the VRF Lab, will replace outdated HVAC training systems with state-of-the-art units that comply with California Title 24 building energy efficiency standards. Investing in such high-end equipment will ensure our apprentices and journeypersons receive hands-on training on systems that are relevant and widely used in today's market. In addition, we have allocated funds for the establishment of a VRF Lab in Southern California SMA. VRF systems (heat pumps) represent the latest in HVAC technology, offering unparalleled efficiency and flexibility. The proposed investment of \$500,000.00 for a dedicated VRF lab will provide our apprentices and journeypersons with valuable hands-on experience on these advanced systems, greatly enhancing their skill set and employability.

Our proposed allocation in the budget for High Road Outreach Specialists is integral to the expansion of our top-down outreach model. These specialists are the linchpin of our efforts to actively identify and engage with low road contractors, encouraging their transition towards the high road pathway. Through SMART's collaboration with SMACNA, the High Road Outreach Specialists will play a crucial role in ensuring the high road approach is not just the exception but the norm in our industry.

Our High Road Outreach Specialists will work closely with these contractors, fostering dialogue and creating awareness about the benefits of providing fair opportunities for their workers. Investing in this outreach initiative is not just about increasing union membership—it is about transforming industry standards and norms to reflect the principles of fairness, inclusion, and workers' rights. By improving working conditions, promoting collective bargaining, and providing equitable opportunities, we are creating a more resilient industry that benefits workers, contractors, and the wider community.



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

All these investments are geared towards ensuring that our apprentices and journeypersons can earn energy efficiency-related certifications, thus opening up a myriad of career opportunities within the industry. By investing in cutting-edge training systems and labs, we're not only enhancing the quality of our training programs, but we're also ensuring our workforce is well-equipped to meet the needs of a modern, energy-efficient California.

Question - 20.0

Describe how this grant will implement a previously funded development project (if applicable).

N/A

Section 2: Partnerships (25%)

Question - 21.0

Describe Employer/s Partner Organizations

California Association of Sheet Metal and Air Conditioning Contractors, National Association (CAL SMACNA) is a non-profit statewide trade association representing over 300 sheet metal and air conditioning contractors who employ more than 25,000 union employees and administrative personnel throughout the state of California.

These contractors perform commercial and residential heating, ventilating, and air conditioning; architectural and industrial sheet metal; as well as stainless steel kitchen equipment, manufacturing, testing and balancing, and siding and decking. Their range of work is from public works to private commercial and residential projects.

CAL SMACNA's goal is to help unify the voice of our industry for the combined benefit of our companies, our employees, our communities, and our industry.

Question - 22.0

Describe Worker Representative/s

SMART Local 104

Sheet Metal Workers Local Union No. 104 spans 49 California counties from the Oregon border to Ventura County. Our membership is made up of over 9,000 highly skilled craftspeople who are trained to perform a wide selection of skills such as the production, fabrication, installation, detailing, and testing and balancing of sheet metal products and HVAC. As a group of craftspeople



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

who stand behind our work with pride, we continue to innovate and raise the standards of our industry to new heights.

SMART Local 105

Established in 1903, Sheet Metal Workers Local 105, resulting from the merger of Local 108 and Local 102, serves the Southern California counties of Los Angeles, Orange, Riverside, San Bernardino, Kern, Inyo, and Mono. In shops, we layout, fabricate, and assemble sheet metal products. In the field, we install these sheet metal products in buildings and on construction projects.

SMART Local 206

Sheet Metal Workers Local 206, of the International Sheet Metal Air Rail and Transportation (SMART) actively represents 452 building trades journeymen and 133 building trades apprentices specializing in Heating, ventilating, air conditioning (HVAC), air and water balancing, sheet metal roofing, architectural sheet metal, sign erection and fabrication, specialty sheet metal fabrication, industrial, service work, welding, and indoor air quality and energy management. The union represents San Diego and Imperial Counties.

Question - 23.0

Describe partner Training Provider(s)

JATCS is jointly sponsored by SMART and SMACNA. Each committee is represented by employer and worker representatives from SMART and SMACNA. SMART Local union reps or SMACNA chapter reps will oversee performance of JATCs.

Joint Apprenticeship Training Committees (JATCs)

- Bay Area Sheet Metal JATC
 - Livermore Training Facility, 1401 Greenville Road, Livermore, CA
 - San Jose Training Facility, 2350 Lundy Place, San Jose, CA. 95131
 - Fairfield Training Facility, 4350 Central Place, Suite A, Fairfield, CA 94534
 - Castroville Training Facility, 11060 Commercial Parkway, Castroville, CA 95012
- Southern California Sheet Metal JATC, 633 N. Baldwin Park Blvd, City of Industry, CA 91746
- Tri-Counties Sheet Metal JATC
 - Ventura Training Facility, 1794 Goodyear Ave., Ventura, CA 93003
 - New, unopened Nipomo Training Facility (Building Purchased)
- San Diego Sheet Metal JATC, 4596 Mission Gorge Place, San Diego, CA 92120
- Northern California Valley Sheet Metal JATC, 3665 Bleckely Street, Mather, CA 95655



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

- Modesto Area Sheet Metal JATC, 841 Lone Palm Ave Suite A, Modesto, CA 95351-1532
- Fresno and Vicinity Sheet Metal JATC, 5410 E Home Ave, Fresno, CA 93727
- Kern and Northern Los Angeles Counties Sheet Metal JATC, 620 Enterprise Way, Suite A, Bakersfield, CA. 93307

Question - 24.0

Select Partner Organization/s

Labor-management partnership;Labor organization;Environmental Group;Other partner/s

Question - 24.1

Please describe Labor-management partnership.

The SMART/SMACNA Partnership is more than 80 years old and is based on the mutual goal of delivering quality sheet metal applications and heating, ventilating, and air conditioning systems using skilled, trained craft workers.

In 2002, SMACNA and SMART executed an agreement and declaration of trust establishing the Sheet Metal Industry Labor-Management Cooperation Committee. This Committee's goal is to advance the interests and prosperity of the union, its members, signatory employers and associations, and users of union services in the sheet metal industry. The purpose of this labor-management partnership is to maintain an effective cooperative effort to ensure an increasing market share and dominant role in the future of the Industry.

The International Training Institute (ITI) and local JATCs are jointly sponsored by SMART and SMACNA. ITI supports apprenticeship and advanced career training for union workers in the sheet metal industry throughout the United States.

Question - 24.2

Please describe Labor organization.

The Western States Council of Sheet Metal, Air, Rail and Transportation Workers (SMART) represents Sheet Metal Workers local unions in California, Arizona, Hawaii, and Nevada, with 12 training facilities through our Joint Apprenticeship and Training Committees (JATCs), and 25,000 skilled-and-trained craftspeople working for over 600 contractors specifically throughout California that are trained to perform a wide selection of skills such as the production, fabrication, installation,



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

detailing, service, and testing and balancing of sheet metal products and Heating, Ventilation, and Air Conditioning (HVAC).

The sheet metal workers' unions have long advocated for and participated in the development of building standards and workforce training for the installation and maintenance of mechanical systems in order to safeguard public health, achieve energy efficiency, and ensure performance and durability of systems. A skilled-and-trained workforce can help save energy, lower energy bills, improve indoor air quality, and help reduce harmful greenhouse gasses through proper training and the use of new Low Global Warming Potential Refrigerants. (LWGP).

Question - 24.4

Please describe Environmental Group.

The Joint Committee on Energy and Environmental Policy (JCEEP) is an advocacy organization that represents the California sheet metal workers' local unions and over 25,000 technicians working for over 600 contractors throughout California. JCEEP's mission is to promote responsible environmental and indoor air quality and energy policy in California as it pertains to and impacts the heating, ventilation, and air conditioning ('HVAC') industry. JCEEP was formed on the premise that air handling systems need to be designed, built, and maintained not just to manage comfort levels of indoor air, but also to protect against health threats and to ensure energy efficiency. JCEEP's members have over 15 training facilities throughout the state and thousands of workers being trained daily in HVAC specialties, such as testing, adjusting, and balancing, commissioning, green building design, energy efficiency, and indoor air quality.

JCEEP is a committee formed by CAL SMACNA and the California Local Unions of the Sheet Metal Workers' International Association assigned to collaborate with state regulators to assist in the implementation of their building energy efficiency and greenhouse gas reduction programs.

Question - 24.8

Please describe Other partner/s

UC Davis Western Cooling Efficiency Center (WCEC)

The Western Cooling Efficiency Center (WCEC) is an authoritative and objective research center at the UC Davis Energy and Efficiency Institute that accelerates the development and commercialization of efficient heating, cooling, and energy distribution solutions. WCEC's work is

High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

increasingly important as energy policies in the U.S. and California recognize the far-reaching implications of greenhouse gas emissions on our environment and changing climate.

Working closely with manufacturers, policymakers, and utilities, WCEC tests new and existing HVAC technologies in their laboratory. WCEC also deploys real world demonstrations that provide objective technology evaluations of field performance. WCEC engineers recommend and implement performance improvements for the technologies tested.

WCEC understands that even game changing technologies face considerable barriers to adoption that include policy, market, and human interaction. WCEC works with policymakers, supporting codes and standards that will save energy and promote new, efficient technologies. They also work closely with Utility partners to evaluate technologies for market incentives, and in parallel, address human behavioral factors.

WCEC has extensive knowledge in:

- Building energy modeling
- Technology evaluation
- Cooling Hot/Dry climates
- Codes & Standards
- Human behavior in HVAC
- Thermal energy distribution
- HVAC system control
- Market Barriers
- Heat Transfer
- Ventilation and Indoor Air Quality

Question - 25.0

Who will be the core conveners of the partnership? Include both organizations and individuals along with their role and commitment to engage and act on behalf of the partnership.

Western States Council of SMART will work to convene core partners, which include SMART Local Union Business Managers and representatives, SMACNA Chapter representatives, and JATC Training Coordinators.

Western States Council of SMART will act as coordinators of the partnership to ensure consistent, effective communication between core conveners. Staff engaging in these efforts will be:

- [Redacted], Executive Administrator



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

- [Redacted], Workforce Development and Grants Coordinator

SMART Local 104 will represent workers in their jurisdiction in Northern/Central California, with [Redacted], Business Manager, or his designee, serving as the representative to engage and act on behalf of the partnership.

SMART Local 105 will represent workers in their jurisdiction of Los Angeles, Orange, Riverside, San Bernardino, Kern, Inyo, and Mono counties, with [Redacted], Business Manager, or his designee, serving as the representative to engage and act on behalf of the partnership.

SMART Local 206 will represent workers in their jurisdiction in San Diego and Imperial counties, with [Redacted], Business Manager, or his designee, serving as the representative to engage and act on behalf of the partnership.

CAL SMACNA will represent high road contractors statewide, in coordination SMACNA local chapters, with [Redacted], Executive Vice President, or his designee serving as the representative to engage and act on behalf of the partnership.

UC Davis WCEC will be represented by [Redacted] and/or [Redacted], serving as technical advisors in the partnership.

Question - 26.0

Outline how the partnership will convene, prioritize, and engage throughout the grant period.

The core of our partnership's engagement plan rests on a strategic schedule of regular, consistent meetings and continuous communication to ensure aligned efforts, clear objectives, and measurable progress throughout the grant period. Our approach prioritizes inclusivity, transparency, and collaborative decision-making to foster a strong, productive partnership.

Our coordination strategy is as follows:

Quarterly Meetings: We will host quarterly meetings with all core members, facilitated by the Western States Council of SMART. These meetings will be an integral part of our partnership's functioning, serving as a platform for information exchange, joint planning, and consensus building. We will use these opportunities to review progress, set priorities, identify challenges, and strategize solutions collaboratively.

Each meeting agenda will include:



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

Review of Previous Quarter's Activities: We will discuss accomplishments, challenges, and lessons learned during the past quarter. This practice will ensure continuous improvement and informed decision-making.

Presentation of Metrics and Progress: We will evaluate our performance based on agreed-upon metrics and objectives. This transparency will enable us to understand where we are succeeding and where we need to focus more effort.

Planning for Upcoming Quarter: We will outline activities and initiatives for the upcoming quarter based on our priorities. By doing this collaboratively, we ensure shared understanding and ownership of our plans.

Open Discussion: To encourage active participation and ensure all voices are heard, we will allocate time for open discussion. This part of the meeting will provide space for any participant to bring up relevant issues, ideas, or concerns.

Continuous Engagement: In addition to these quarterly meetings, we will maintain continuous communication through regular updates via emails, virtual catch-ups, and shared online platforms. This will ensure timely information flow and swift decision-making.

Stakeholder Participation: We will invite representatives from our broader stakeholder network to participate in these meetings on a rotational basis or when relevant topics are on the agenda. This will foster broader engagement and bring in diverse perspectives to our discussions.

This convening and engagement plan will ensure we are consistently working in tandem, leveraging our collective strengths and insights, and effectively adapting to any emerging needs or challenges throughout the grant period. Our ultimate goal is to create an open, supportive, and productive environment that prioritizes our shared objectives and empowers all partners to contribute to the partnership.

Question - 27.0

How will data and reporting be streamlined and reported back to the state with buy-in from core partners?

Although there are several individual JATCs sponsored by their respective local union and SMACNA chapter, all JATCs utilize the same online data and reporting system called TotalTrack. By having a



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

centralized system for collecting data, we can quickly and accurately report back to the state with buy-in from all core partners.

We will adhere to the HRTP Common Metrics and employ a measurement and reporting approach that embraces an equitable perspective. This entails analyzing outcomes through the lens of equity by disaggregating results based on gender, race, ethnicity, and other pertinent demographic data. After extensive discussions with core partners and JATC Training coordinators on the ground, we will commit to tracking:

- % of target number of project participants who completed training and/or obtained an industry-recognized credential
- % of training project graduates with measurable skill gains (training/sector specific)
- % of training project graduates employed in training-related industry
- Median training project graduate wages over time and compared to regional living wage targets and regional occupational medians (pre-training and post-training)
- % of training project graduates with employer-provided benefits (healthcare, paid leave, meaningful path to retirement)
- % of training project participants who receive supportive services & type of supportive services received
- % of training project participants receiving public safety net benefits during and following program completion.

Question - 28.0

Outline experience and demonstrate success working and convening employer and worker representatives to improve jobs and training. If applicable, include experience working with other pertinent stakeholders (community based organizations/non-profits, social services agencies, subject matter experts, local workforce development boards, etc.).

The SMART and SMACNA partnership brings extensive experience and a proven track record of success in convening employer and worker representatives to improve jobs and training within the sheet metal industry. Through initiatives like 'Partners in Progress' and the Sheet Metal Industry Labor-Management Cooperation Committee, the partnership has fostered a collaborative environment where employers and workers come together to address industry challenges, enhance job quality, and promote continuous improvement.

Moreover, the partnership has actively engaged with a range of stakeholders to achieve its goals. This includes collaborations with community-based organizations and non-profits to reach underserved populations and provide training opportunities for marginalized communities. Notably,



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

the partnership works with Helmets to Hardhats, an organization dedicated to connecting transitioning military service members with career opportunities in the construction industry, further demonstrating commitment to a diverse and inclusive workforce development.

Additionally, the partnership has forged collaborations with subject matter experts and academic institutions to advance knowledge and promote best practices. A notable example is the collaboration with the UC Davis Western Cooling and Efficiency Center, resulting in the publication of a white paper on ventilation and energy efficiency in schools, which has played a crucial role in the implementation of the California Schools Healthy Air, Plumbing, and Efficiency Program (CalSHAPE) which provides funding to upgrade heating, air conditioning, and ventilation (HVAC) systems in public schools and replaces noncompliant plumbing fixtures and appliances that fail to meet efficiency standards. These efforts have led to an evolving curriculum in our JATCs to ensure we can provide a skilled-and-trained workforce that will meet California's climate goals.

Furthermore, the partnership recognizes the importance of engaging with local workforce development boards and social services agencies to ensure alignment with regional workforce needs and leverage available resources. By collaborating with these stakeholders, the partnership creates a comprehensive network of support and expertise, enhancing the effectiveness of training and workforce development efforts.

Question - 29.0

Outline the relationship, history of working together, commitments, and formal and informal agreements. Describe how these partnerships align with the H RTP framework. This should include partnerships you have experience and history already working with.

The comprehensive and enduring partnerships between SMART and SMACNA exemplify a steadfast commitment to the principles of the high road framework. Through both formal and informal collaborations, these organizations have been at the forefront of fostering a skilled, trained, and certified workforce within the sheet metal industry.

Partners in Progress

The SMART/SMACNA Partnership is more than 80 years old and is based on the mutual goal of delivering quality sheet metal applications and heating, ventilating, and air conditioning systems using skilled, trained, craft workers.

In 2002, SMACNA and SMART executed an agreement and declaration of trust establishing the Sheet Metal Industry Labor-Management Cooperation Committee. This Committee's goal is to advance the interests and prosperity of the union, its members, signatory employers and



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

associations, and users of union services in the sheet metal industry. The purpose of this labor-management partnership is to maintain an effective cooperative effort to ensure an increasing market share and dominant role in the future of the Industry.

Belonging and Excellence for All (BE4ALL)

The BE4ALL partnership, established by SMART, SMACNA, and the ITI, embodies a shared commitment to diversity, equity, and inclusion within the sheet metal industry. This effort recognizes that individuals and groups may face different challenges and disparities in accessing opportunities and resources. As part of their joint initiative, BE4ALL aims to ensure that all members, especially those from historically underrepresented groups, have equal access to the benefits and opportunities of being part of a union. By developing a coordinated strategic plan with long-term and short-term objectives, SMACNA and SMART are taking proactive steps to foster a diverse and inclusive workforce that reflects the communities they serve.

International Training Institute (ITI)

The ITI is jointly sponsored by SMART, the International Association of Sheet Metal Air, Rail and Transportation Workers (formerly the Sheet Metal Workers' International Association), and the Sheet Metal and Air Conditioning Contractors' National Association (SMACNA). ITI supports apprenticeship and advanced career training for union workers in the sheet metal industry throughout the United States

National Energy Management Institute Committee (NEMIC)

The National Energy Management Institute Committee — a not-for-profit organization — works with public, private, and government entities to look to the future for the next certification, course, and emerging market opportunities for members of SMART and SMACNA. NEMIC is charged with identifying and developing market and educational opportunities, seeking to create or expand employment for SMART members and programs that assist SMACNA contractors in a green environment. NEMIC is committed to the growth and prosperity of both organizations.

Question - 30.0

Describe how partners will ensure equitable recruitment, retention, and advancement of the targeted participants throughout the project.

The High Road Training Partnership between SMART and SMACNA is committed to ensuring equitable recruitment, retention, and advancement of the targeted participants throughout the project. The partners have developed a comprehensive strategy that aligns with the Be4ALL initiative, which is dedicated to promoting diversity, equity, and inclusion within the sheet metal



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

industry. Through the Be4ALL effort, the partners recognize that not all individuals and groups have equal access to resources and opportunities, and they are determined to bridge these gaps. To ensure equitable recruitment, the partnership actively engages with pre-apprenticeship programs and trade preparation initiatives that specifically target marginalized populations, including young people of color, justice-involved individuals, veterans, and more. By forging strong partnerships with community-based organizations and non-profits like Helmets to Hardhats and the Anti-Recidivism Coalition, the partnership taps into existing networks that cater to these populations, enhancing access to training and career opportunities.

Retention and advancement of participants are prioritized through various initiatives. The partnership leverages its extensive experience in convening employer and worker representatives to address industry challenges and enhance job quality. By fostering a collaborative environment, the partnership ensures that workers' voices are heard and their contributions are valued, creating a supportive atmosphere for their professional growth. For example, SMART Local 104 has received an ERICA grant through the California Labor Federation to provide childcare services to apprentices.

Moreover, the partners actively promote diversity and inclusion within their own organizations and throughout the industry. Through the Be4ALL initiative, they have adopted a Diversity Equity & Inclusion Statement, affirming their commitment to creating an inclusive workforce that embraces differences in age, ability, ethnicity, sex, gender identity, national origin, language, marital status, political affiliation, race, religion, sexual orientation, and other characteristics that make individuals unique. By developing a coordinated strategic plan, they set both long-term and short-term objectives that are evaluated and adjusted as necessary, ensuring continued progress toward equity and inclusion.

Additionally, the partners will continue to collaborate with subject matter experts and engage with local workforce development boards and social services agencies. These collaborations facilitate the identification of best practices, provide access to resources, and ensure alignment with regional needs. By leveraging these partnerships, the partners enhance their ability to provide comprehensive support and opportunities for the targeted participants.

Question - 31.0

If applicable, describe how this partnership builds community and economic resilience. (Optional)

The High Road Training Partnership between SMART and SMACNA is a powerful catalyst for building community and economic resilience within the sheet metal industry. Through the BE4ALL effort, the partnership recognizes the importance of diversity, equity, and inclusion in strengthening the workforce and benefiting communities. By actively engaging pre-apprenticeship programs and trade



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

preparation initiatives that target marginalized populations, such as young people of color, justice-involved individuals, veterans, and more, the partnership fosters community resilience by providing access to quality training and career opportunities.

Furthermore, the emphasis on energy efficiency and environmental sustainability aligns with California's climate adaptation goals, contributing to a more resilient and environmentally conscious state. The project's focus on recruiting workers from low-road employers, improving working conditions, and ensuring fair opportunities for all aligns with high road principles, promoting economic resilience within the industry.

Additionally, the partnership's dedication to ongoing discussions and strategic planning for diversity and inclusion underscores their commitment to building a workforce that reflects the diverse communities they serve. By embracing differences and taking steps to eliminate bullying, harassment, and discrimination, the partnership actively contributes to community resilience and social cohesion.

Economically, the high road training partnership plays a vital role in promoting a skilled and trained workforce, contributing to industry competitiveness and sustainability. By expanding training capacity, investing in apprenticeship programs, and offering upskilling options, the partnership creates a resilient workforce capable of meeting industry demands and staying at the forefront of technological advancements.

Moreover, the project's collaboration with pre-apprenticeship programs and its inclusive approach to recruitment and training ensures that underserved populations have access to high-paying union jobs. This commitment to economic inclusivity directly addresses economic disparities and provides opportunities for upward mobility, fostering economic resilience within these communities.

In summary, the High Road Training Partnership demonstrates a comprehensive and multifaceted approach to building community and economic resilience. By embracing diversity, investing in workforce development, and focusing on energy efficiency and environmental sustainability, the partnership creates a resilient industry that benefits workers, employers, and the communities they serve, ensuring a more equitable and prosperous future for all.

Question - 32.0

If applicable, describe how this partnership addresses worker, employer, and industry needs as they respond and adapt to climate change and environmental sustainability. (Optional)



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

Our proposed partnership with further investment in Joint Apprenticeship and Training Committees (JATCs) directly addresses worker, employer, and industry needs as they respond and adapt to the challenges of climate change and environmental sustainability. Skilled and trained technicians play a critical role in achieving the design intent of HVAC systems, ensuring net-zero energy consumption while maintaining optimal indoor air quality (IAQ). In California, communities can only achieve these ambitious environmental goals if HVAC units are installed and maintained by a certified and knowledgeable workforce.

Our partnership with JATCs directly tackles these climate adaptation issues by focusing on workforce development. By investing in JATCs, we are strengthening the foundation of a skilled and certified workforce that will install and maintain HVAC systems in accordance with the highest standards. This approach ensures that HVAC units operate as designed, meet energy efficiency requirements, and deliver optimal indoor air quality.

Contractors not utilizing a skilled and trained workforce are currently not meeting the moment. An example of this can be found in a review of permits pulled for residential HVAC replacements, currently a predominantly nonunion market. Permits help ensure that HVAC units operate as designed and will achieve the minimum energy efficiency and IAQ requirements. A 2008 Energy Commission report found that permits are obtained for residential HVAC replacements as little as 10 percent of the time and that Title 24 quality installation requirements are complied with by contractors as little as 15 percent of the time. A decade later, The California Public Utilities Commission (CPUC) estimates that permits were obtained for less than 8 percent of residential HVAC replacements. The CPUC also found that the number of replacement projects is now about 1 million per year, which is nearly triple what the 2008 report estimated. Additionally, compliance rates for meeting existing Title 24 Mechanical Acceptance forms requirements are low. Mechanical Acceptance forms require a certified technician to verify HVAC units function as designed and achieve minimum code requirements prior to occupancy.

Moreover, the efficiency of HVAC systems is highly dependent on the quality of their installation. A report by the California Energy Commission found that 50% of new HVAC systems and 85% of replacement HVAC systems are installed incorrectly, resulting in a 20% to 30% increase in energy use. It is estimated that increasing HVAC permits and Title 24 compliance could reduce peak energy demand by up to 400 megawatts.

Section 3: Program Measures of Success and Outcomes (25%)



High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

Question - 33.0

Summarize your project outputs and outcomes and how they will expand/evolve your previous work. Response should focus on what the project will do with direct funding and what will be achieved within the grant term.

With the proposed grant funding, our project will lead to significant outputs and outcomes that will expand and evolve our previous work in the sheet metal industry. Firstly, we aim to expand the SMART union and CAL SMACNA partnership through our JATCs, ensuring that the high road approach becomes the norm in sheet metal. By investing in new training technology and specialized instructors, we will enhance our JATCs capacity to train participants to earn energy efficiency-related certifications, such as Mechanical Acceptance Test Technician (MATT) and Testing, Adjusting, and Balancing Bureau (TABB), helping California meet sustainability goals.

One of our key focus areas will be on high road recruitment, reaching out to underrepresented communities, and partnering with pre-apprenticeship programs that serve individuals from diverse backgrounds. The goal is to increase program recipients by addressing a backlog of approved applicants waiting to begin their apprenticeships, many of whom come from pre-apprenticeship programs. By expanding our training capacity and investing in a top-down outreach model, we can recruit and retain more workers from marginalized communities, providing them with the skills and opportunities for high-paying jobs with benefits and a pension plan.

To measure the success of our project, we will adhere to the HRTP Common Metrics, using an equitable perspective to analyze outcomes by disaggregating results based on gender, race, ethnicity, and other relevant demographic data. Key metrics include the number and percentage of project participants completing training and obtaining industry-recognized credentials, employment rates in training-related industries, and median wages compared to regional living wage targets. We will also track the percentage of graduates with employer-provided benefits, access to supportive services, and changes in reliance on public safety net benefits.

By achieving these outputs and outcomes within the grant term and beyond, our project will create a more diverse and resilient skilled-and-trained workforce, contributing to the growth of our industry and market share. Moreover, it will foster a culture of equity and inclusion, ensuring that all workers, particularly those from underrepresented communities, have access to high-quality training and employment opportunities, making the high road approach the foundation of our industry's future.

Section 4: Deliverables, Budget and Work Plan (20%)

High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

Question - 34.0

Complete the Outcomes and Deliverables tab, Work Plan, and Budget Documents. These should align with your funding ask and project narrative responses.

Outcomes & Deliverables

Identify your project outcomes and deliverables to be accomplished with grant funding by the end of the grant term, as well as the metric of success for each. Outputs and outcomes documented here will align with your work plan, where steps and dates to be completed are documented.

What will project do? List specific project outputs and outcomes (quantitative and/or qualitative).	How will this be measured/achieved? Describe how you will know if the project is successful (quantitative and/or qualitative targets).
Train Apprentices and Journeypersons to earn International Certification Board (ICB)/Testing, Adjusting, and Balancing Bureau (TABB) Certifications.	This will be measured by the number of certifications earned by apprentices/journeypersons. We can access this through. Quantitative data can easily be tracked through TABB, which is sponsored by SMART, SMACNA, and our NEMIC. Quantitative success can be measured by comparing certifications in regions pre-HRTP and after investment in training. Trainees decide on pursuit of certification(s). Qualitative success will be measured through JATC Training Coordinator and trainee feedback via surveys.
Train Apprentices and Journeypersons to earn International Certification Board (ICB)/Mechanical Acceptance Test (MATT) Certifications.	This will be measured by the number of certifications earned by apprentices/journeypersons. We can access this through. Data can easily be tracked through the ICB, which is sponsored by SMART, SMACNA, and our NEMIC. Quantitative success can be measured by comparing certifications in regions pre-HRTP and after investment in training. Trainees decide on pursuit of certification(s).

High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

What will project do? List specific project outputs and outcomes (quantitative and/or qualitative).	How will this be measured/achieved? Describe how you will know if the project is successful (quantitative and/or qualitative targets).
	Qualitative success will be measured through JATC Training Coordinator and trainee feedback via surveys.
# of pre-apprentices, apprentices, and journeypersons served through our JATCs.	Data will be tracked internally and jointly monitored through the C.A. Division of Apprenticeship Standards reporting. Quantitative success will be measured by an increase in the number of trainees served, which will be achieved through greater training capacity. Qualitative success will be measured by trainee survey feedback.
% of underserved groups trained at our JATCs.	Analyze outcomes through the lens of equity by disaggregating results based on gender, race, ethnicity, and other demographics. Quantitative success will be measured by an increase in the number of trainees served from underrepresented groups in the trades, which will be achieved through greater training capacity and strengthened partnerships. Qualitative success will be measured by trainee survey feedback, which will include questions regarding diversity, equity, and inclusion.
# of new members added to our local unions via outreach campaigns.	High Road Outreach staff will recruit low road employers. Quantitative success will be measured by an increase in the number of members

High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

What will project do? List specific project outputs and outcomes (quantitative and/or qualitative).	How will this be measured/achieved? Describe how you will know if the project is successful (quantitative and/or qualitative targets).
	represented, which will be achieved through greater training capacity.
% of training project graduates with measurable skill gains.	We will measure and report back through quantitative progress made through the accredited apprenticeship program. Quantitative success will be measured by an increase in the progression through the program of trainees served, which will be achieved through greater training capacity.
% of training project graduates with employer-provided benefits (healthcare, paid leave, meaningful path to retirement).	All apprentices and journeypersons are provided benefits through their employment.
% of training project graduates employed in training-related industry.	Data measured and collected through union apprentice dispatch procedures and employment after graduation. Quantitative success will be measured by an increase in the number of dispatches and employment after graduation.
Median training project graduate wages over time and compared to regional living wage targets, and regional occupational medians (pre-training and post-training).	Will be reported through regional wage and fringe scales agreed to through collective bargaining agreements compared to regional living wage targets and statewide sheet metal medians. Quantitative success will be measured by the % difference in the median wage comparison.
% of training project participants who receive supportive services & type of supportive services received.	All trainees are offered mentoring and counseling services. Certain regions/JATCs also provide gas allowances to assist apprentices who live a far distance from the training center.

High Road Training Partnership: Resilient Workforce Program (RWP)

Narrative

What will project do? List specific project outputs and outcomes (quantitative and/or qualitative).	How will this be measured/achieved? Describe how you will know if the project is successful (quantitative and/or qualitative targets).
	<p>Certain JATCs will also be providing childcare subsidies.</p> <p>A labor-management joint program called Sheet Metal Recover Program (TARP) also provides treatment and education to a chemically dependent member. However, this data will not be reported to CWDB.</p> <p>We will quantitatively measure services provided.</p>
<p>% of training project participants receiving public safety net benefits during and following program completion.</p>	<p>During down times in job opportunities and the 5 weeks of schooling time for daytime apprenticeship programs, the union assists members with applying for public safety net benefits, such as unemployment benefits. All trainees are expected to receive public safety net benefits during the program.</p>