In February 2014, the California Workforce Development Board (CWDB) announced the availability of up to $3 million in Proposition 39 Clean Energy Job Creation funds to implement and support energy efficiency-focused, “earn-and-learn” job training and placement program targeting disadvantage job seekers. As a result, CWDB funded six (6) training implementation projects that build a pipeline for at-risk youth, veterans and disadvantaged job seekers to earn industry-valued credentials with the primary goals of entering into Joint-Labor Management Registered Apprenticeship Programs, continued education, or other job placements related to energy-efficiency.

**Overview of PROP 39 PRE-APPRENTICESHIP TRAINING PILOTS**

**Training Pilot Goals**
- Train up to 300 at-risk youth, veterans, and other disadvantaged job seekers in green job skills in the construction trades, beginning July 1, 2014 – December 31, 2015
- Create structured pathways into Joint Labor-Management registered apprenticeship programs utilizing the nationally certified Multi-Craft Core Curriculum (MC3), designed by North America’s Building Trades Unions
- Develop successful and sustainable pre-apprenticeship programs, utilizing Industry Advisory Councils (including regional Building Trades Councils and local building trades affiliates), that responds to the labor force needs of their region.

**Training Pilot Grantees and Regions**
- **Central Valley**: Fresno Regional Workforce Development Board, Fresno-Madera-Tulare-Kings Counties and Stanislaus-Merced-Tuolumne Building Trades Councils
- **LA County**: Los Angeles Trade Technical College, Los Angeles-Orange Council Building Trades Council
- **East Bay**: Contra Costa & Alameda Counties, Richmond Workforce Development Board, Alameda and Contra Costa Building Trades Councils
- **Sacramento Capitol Region**: Sacramento Employment and Training Agency, Sacramento-Sierra Building Trades Council
- **San Francisco**: San Francisco Conservation Corp, San Francisco Building Trades Council
- **South Bay**: San Mateo and Santa Clara Counties; Work2Future, and Santa Clara and Santa Clara – San Benito Building Trades Councils

**Key Performance Measures**
- Attainment of Industry-Valued Credentials (North American Building Trades MC3 Certificate)
- Placement in State-Certified Apprenticeship (DAS approved)
- Placement in Continuing Education
- Placement in Construction/Energy Efficiency Employment
- Retention in Employment/State-Certified Apprenticeship
- Income Increase
Overview of

PROPE 39 PRE-APPRENTICESHIP TRAINING PILOTS

THE PILOT PROJECTS

- **Central Valley Regional Pilot.** The Jump Start Program was originally developed by the Fresno-Madera-Tulare-King Counties Building Trades Council through a grant from their local Housing Authority approximately 10 years ago. With the partnership of the Fresno WDB, it has become a national example of the successful way to create an apprenticeship-preparation program. This program is expanding throughout the Central Valley and is the foundation for training Central Valley residents for careers helping to build California’s High Speed Rail system.

- **Los Angeles County Pilot.** The Los Angeles pilot is the lone community college-led program in the first round of the Prop 39 grant. As Los Angeles Trade and Technical College (LATTC) boasts a robust construction department that offers an associate’s degree, they have long held a relationship with the local building trades council. Adoption of the MC3 curriculum was a perfect match for their Energy Efficiency and Construction Bootcamp.

- **East Bay Pilot.** The East Bay Prop 39 pilot covers the two-county region of Alameda and Contra Costa. The three community-based training partners have been providing apprenticeship preparation programs for years, allowing integration of the MC3 curriculum to be relatively seamless. Furthermore, having deep roots in their respective communities (Richmond Build and Future Build in Contra Costa, and Cypress Mandela in Oakland), outreach to the local communities to build their Prop 39 cohorts was an easy process. Furthermore, the three training entities have also had long-standing working relationships with their local building trades councils and area building trades unions, with Future Build and RichmondBUILD having placement-related MOUs with the both the Carpenters and Laborers unions.

- **Sacramento Capitol Region Pilot.** The Sacramento Capitol Region Prop 39 project was a diverse project with a twofold mission: 1) to work with disadvantaged youth through a pilot training with the Conservation Corps and 2) to train disadvantaged job seekers for work on a range of building projects in the region. This was a true pilot project, although partners have worked together in various capacities including past pre-construction training opportunities. This grant was an opportunity to begin the process of building an ongoing apprenticeship pipeline for the region and to expand the Priority Worker Program for the Sacramento Kings Arena Project, a program creating a local hire opportunity for disadvantaged communities.

- **San Francisco Pilot.** The San Francisco Pilot is the only Prop 39 project led by a community-based organization, providing unique perspective for how a jobs training program can integrate the MC3 curriculum into existing program structure. The San Francisco Conservation Corps offers young people opportunities to develop themselves, their academic abilities and marketable job skills, while addressing community needs through service work. The Prop 39 grant gave the SFCC the opportunity to begin to build a relationship with the San Francisco building trades, while adding the MC3 to their green skills and construction training offerings.

- **South Bay Pilot.** The South Bay Prop 39 project is a labor-driven, labor-operated apprenticeship preparation program, in partnership with regional workforce players. The San Mateo Program, entitled the Trades Introduction Program (TIP), is the vision of the Bay Area Apprenticeship Coordinators Association (BAACA), the regional group representing the union apprenticeship coordinators for all Bay Area union trades. TIP is operated in partnership with the San Mateo Building Trades Council and the San Mateo County Union Community Alliance. The sister program in Santa Clara County, entitled the Trades Orientation Program (TOP) partnership also consists of the BAACA, the Santa Clara-San Benito Building Trades Council, and Working Partnerships, USA.
Overview of PROP 39 Pre-apprenticeship Training Pilots

Program Outcomes - 12.31.15 Snapshot

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>ENROLLMENT (% of target)</th>
<th>COMPLETED TRAINING (% of enrolled)</th>
<th>PLACEMENT (% of trained)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresno</td>
<td>78%</td>
<td>84%</td>
<td>33%</td>
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<tr>
<td>LATTC</td>
<td>100%</td>
<td>76%</td>
<td>48%</td>
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<tr>
<td>Richmond</td>
<td>105%</td>
<td>98%</td>
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<tr>
<td>SETA</td>
<td>100%</td>
<td>63%</td>
<td>49%</td>
</tr>
<tr>
<td>SF CC</td>
<td>109%</td>
<td>79%</td>
<td>54%</td>
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<tr>
<td>Work2future</td>
<td>112%</td>
<td>86%</td>
<td>52%</td>
</tr>
<tr>
<td>AVERAGE</td>
<td>103%</td>
<td>81%</td>
<td>55%</td>
</tr>
</tbody>
</table>

Data as of December 2015

**Many factors impact placement rates, including staggered program start dates, gaps between program completion date and the timing of apprenticeship openings; and postponed placement for Conservation Corps members who choose to finish their CCC term.**

LESSONS LEARNED

IN Volvement of JoinT Apprenticeship TraininG Committees (JATCs) is K ey to Apprenticeship Placement

The more a pilot involved the regional apprenticeship community, the more weight the MC3 Certificate of Completion carried with apprenticeship programs, leading to an increased number of placements. Although the grant required involvement of local building trades councils and JATCs through participation on the Industry Advisory Committees, involvement often went far beyond this mandate including:

- Giving presentations by individual crafts so students understood the wide variety of occupations and careers available in the construction industry.
- Providing tours and hands-on instruction at apprenticeship training facilities, and
- Providing instruction of the MC3 course.

Apprentice programs invest up to $20,000 on apprentices in the first several years of apprenticeship, and can lose that investment in apprentices who “wash out” or decide they are not interested in the work. The interaction between the MC3 programs and the individual apprentice programs led to increased value of the MC3 program to apprentice coordinators by enabling them to identify career-interested, prepared apprentice applicants.
Overview of PROP 39 PRE-APPRENTICESHIP TRAINING PILOTS

Fresno 78% 84% 33%
LATTC 106% 76% 48%
Richmond 105% 98% 80%
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CENTRAL VALLEY REGIONAL PILOT

LOS ANGELES COUNTY PILOT

EAST AY PILOT

INVOLVEMENT OF JOINT APPRENTICESHIP TRAINING COMMITTEES (JATCs) IS KEY TO APPRENTICESHIP PLACEMENT
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ENROLLMENT

(%) of target

COMPLETED

TRAINING (% of enrolled)

PLACEMENT (% of trained)

Program Outcomes - 12.31.15 Snapshot

Y

2

PLACEMENT INTO REGISTERED APPRENTICESHIP DOES NOT HAPPEN OVERNIGHT
Placement from an apprenticeship prep program into registered apprenticeship is not an instantaneous process. Joint Apprenticeship Training Committees accept new apprentices based on local construction project demand, and as a result, placements into registered apprenticeship programs averaged between 3-6 months. Many Registered Apprenticeship Programs, particularly in the mechanical crafts, have designated enrollment periods; some only once a year. If enrollment is in January, and a graduate exits an MC3 program in June, there is a six month lag period.

The MC3 pilot programs grappled with how to keep MC3 program graduates engaged while waiting for entrance into particular apprenticeship programs. Our pilots often found temporary employment opportunities for unemployed participants, and offered incentives such as tools for program graduates to remain engaged.

The union apprenticeship community, seeing the value in these graduates, often hired graduates into craft tender classifications (i.e. trade-assistant positions), so graduates were working within the craft and could gain additional knowledge on-the-job before applying for an apprenticeship.

One area of success was when MC3 programs were written directly into Project Labor Agreements or designated through local hire construction policies. Placements happened more quickly, as the apprenticeship preparation programs were tied directly to local demand.

SUPPORTIVE SERVICES + PHYSICAL FITNESS COMPONENT + MC3 = SUCCESSFUL APPRENTICESHIP PREPARATION
The grant program targets disadvantaged workers, particularly those with multiple barriers to employment, and supportive services were critical to job seeker participation and success.

Funded programs addressed prerequisites to participation in apprenticeship such as requiring a GED (at minimum and up to two years of high school algebra), a valid driver’s license, and successful drug screening. The requirement of a valid driver’s license was an issue for all of the programs. Programs also addressed the physical nature of the work with physical fitness modules.

Veterans were also a designated population, but it became evident over time that the Helmets-to-Hardhats program proved to be a better avenue for them, as veterans have direct entry access to union apprenticeship programs and tended to be apprenticeship ready.

From the beginning of the 18 month pilot, all of the program partners participated in a facilitated Learning Community.

Thanks to the sharing of best practices, many programs changed the dates/times of the MC3 portion so students could attend remediation classes, work toward their GED, or take additional vocational English courses.
Jesse Marquez was looking for a career change after being a customer service training manager for Skywest Airlines. He was working in Bakersfield when the company told him that he would have to transfer to another city. It would have been his fourth move with the airline. He decided to check out other opportunities. Marquez saw his opportunity for a career change through the Fresno Jump Start Program, and decided that his best fit would be with the UA Plumbers & Pipefitters. Now, he’s a third-year apprentice. “You have to bear down and get used to it because it is a lot more physical work, but the more I did, the easier it became,” Marquez says. “If you’re a hard worker and you’re not afraid to tackle problems, this career can be challenging and very rewarding.”
The Jump Start Program was originally developed by the Fresno-Madera-Tulare-King Counties Building Trades Council through a small grant from their local Housing Authority approximately 10 years ago. With the partnership of the Fresno WDB, it has become a national example of the successful way to create an apprenticeship-preparation program. Through trial and error, and with adoption of the MC3, the program is expanding throughout the Central Valley and is the foundation for training for Central Valley residents to build California’s High Speed Rail system.

Unique elements of this program include, the initial screening and intake process, where participants are evaluated for academic and fitness levels, so early remediation intervention can take place. This program was the first to include a substantial fitness regime, complete with a partnership with the local policy academy to utilize a training instructor to build a construction-focused exercise program. The initial intake process includes participant interviews so that appropriate supportive services can be provided to help individuals to succeed in Jump Start.

Team Approach to Program Operation
Over the years, the Jump Start Program has evolved to a seamless operation model, thanks to the partners adopting a team approach. Although the workforce system and the building trades may speak a different language, they have been candidly open with how each partner operates, allowing them to have created their own language of success. With the training being conducted by the local building trades apprenticeship community, and housed at local building trades training facilities, students get a true understanding of the construction industry directly from their potential future employers. With the assistance of the job development and program staff of the WDB, students are provided the support they need to be successful in this program, in their careers, and in their communities.
Manuel V. was granted parole by Governor Brown in early 2015 from a 15-to-life sentence. One of Los Angeles Trade Technical College (LATTC) partner organizations, Friends Outside, referred Manuel to LATTC Vernon Central’s WorkSource Center in February 2015 to begin his journey. In April, he started the Prop 39 Apprenticeship Prep program which he completed in May. That same month, he attended the Construction Resource Fair and Construction Career Awareness Day at LATTC where over 50 employers and labor representatives were present. Manuel captured the interest of Coleman Construction, who decided to sponsor him into Laborers Local 300 where he could continue his training at a union boot camp. Upon completing the boot camp, he was employed by Coleman and spent five months on a job for them. After the completion of the Coleman project, Manuel started working for McGuire Contractors, Inc., a signatory contractor with the Laborers union, on the LATTC 24th Street Parking Structure. Manuel said he feels he has to make up for lost time, and talks about his pride in bringing home a weekly paycheck to his family.

<table>
<thead>
<tr>
<th>PARTNERS</th>
<th>TRAINING PROVIDERS</th>
<th>TARGET TRADES ENGAGED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Trades Council: • Los Angeles – Orange BTC</td>
<td>LATTC</td>
<td>Plumbers &amp; Pipefitters, Electricians, Sheet Metal, Shipbuilders, Rail Workers, Laborers, Ironworkers, Cement Masons</td>
</tr>
<tr>
<td>Community College: • LA Trade &amp; Technical College (LATTC – LEAD)</td>
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The Los Angeles pilot is the lone community college-led program in the first round of the Prop 39 grant. As Los Angeles Trade and Technical College (LATTC) boasts a robust construction department that offers an associate’s degree program, they have long held a relationship with the local building trades council. Adoption of the MC3 curriculum was a perfect match for their Energy Efficiency and Construction Bootcamp.

This Bootcamp provides participants with the necessary training to enter into an apprenticeship or enter into direct employment or advanced education in the field of construction. The MC3 curriculum, a 120-hour base program that combines courses common to all building trades apprenticeship programs, is the crux of this training program. In addition to the MC3 curriculum, participants also receive 40 hours of intensive math/computation work, targeted work readiness skills and trades exploration. The intensive math/computation work provides advanced, contextualized preparation. The career exploration further allows students to thoroughly explore a craft of their choice through work-based learning projects, onsite visits and guest lectures specific to building and construction trade crafts. This 160-hour component was designed with specific input from the LATTC Energy Efficiency and Construction Industry Advisory Committee, representing local building trades councils and employers focusing on our four craft areas of focus.

Understanding the Student Population & Having a Dedicated Campus One-Stop

The LATTC Campus has a dedicated onsite WorkSource Center (one-stop career center), with a staff contact solely dedicated to careers in construction. The WorkSource Center is able to do expansive outreach throughout the community through a variety of avenues. Furthermore, they provide screening and intake services, providing the Bootcamp with a cohort of students committed to success who receive the supportive services they need to be successful. As a community college, the staff understand younger students; they are able to counsel students about their career paths, understanding that placement in an apprenticeship program is a placement into a career. It is a one-time opportunity, with strict policies around attendance, with no forgiveness for not meeting the standards of the apprenticeship program. For students who may not be ready to commit to a life-long career right away, they have an option for continued education in the field of construction through their associate’s degree program.
Thanks to the relationship with area building trades unions and contractors, Richmond Build is able to put students to work on a variety of area building projects working in a wide range of building trades. The above picture is of RichmondBUILD/MC3 graduates working at on a solar project in Pittsburg, CA with Baker Electric. All of the students were indentured in the IBEW as CW1 pre-apprentices.

### EXAMPLE OF SUCCESS

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<tr>
<th>PARTNERS</th>
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| **Building Trades Councils:**  
  • Alameda BTC  
  • Contra Costa BTC |  
  RichmondBUILD  
  Future Build  
  Cypress Mandela |  
  Laborers, Carpenters, Plumbers and Pipefitters, Sheet Metal Workers and Ironworkers, Electricians, Painters |
| **Workforce Development Boards:**  
  • Richmond Works (LEAD)  
  • Alameda WDB  
  • Contra Costa WDB | | |
| **Community Based Orgs:**  
  • Richmond Build  
  • Future Build  
  • Cypress Mandela | | |
| **Additional Partners:**  
  • Northern California Laborers | | |
The East Bay Prop 39 pilot covers the two-county region of Alameda and Contra Costa. The three community-based training partners have been providing apprenticeship-prep programs for years, allowing integration of the MC3 curriculum to be relatively seamless. Having deep roots in their respective communities, (Richmond Build and Future Build in Contra Costa, and Cypress Mandela in Oakland), outreach to the local communities to build their Prop 39 cohorts was an easy process. The three training entities have also had long-standing working relationships with their local building trades councils and area building trades unions, with Future Build and RichmondBUILD having placement-related MOUs with the both the Carpenters and Laborers unions.

With a track record of training community residents for careers in construction, the partner training programs of the East Bay have been written into multiple Project Labor Agreements and regional building polices that require local hire components. With the building trades councils serving as program advisors and the CBOs handling the job readiness, MC3 training and supportive services component, the East Bay Prop 39 pilot is an effective apprenticeship-prep partnership leading to increased placement opportunities for program graduates.

**Staff Who Care**

Committed training staff is the key strength of the programs of the East Bay. Instructors of these MC3 programs come from in-house, having been through the programs they are now teaching. In addition, there are instructors from the Laborers and Carpenters unions, with a commitment to their community, an innate knowledge of their trades and the desire to teach their skills. They earnestly want their students to succeed, not letting their past barriers to employment continue to be obstacles to their personal success. Training goes beyond an orientation to the construction industry, but to understanding the industry’s culture of no tolerance for excuses for not arriving on time, taking direction, and physical appearance. Their tough-love approach combined with imparting industry skills, is changing the lives of program graduates and improving the communities of the East Bay.
Amber J. Amber is a 35 year old woman from Sacramento. With strong math skills and an interest in tools and building things, she signed up for the Construction Pre-Apprenticeship Training in Infrastructure and Green Technology at American River College and successfully completed the 16-week program in March 2015. While she excelled inside the classroom, she encountered difficult times outside of it. Not having a stable living environment and having to attend weekly meetings for a court ordered program, she was faced with challenges, but she did not let those challenges stand in the way of achieving her goal. She learned about Trades Women Inc. from a guest speaker with the Carpenter’s Training Committee for Northern California (CTCNC) and was able to get sponsored into the six week Carpenter’s Training Program in Pleasanton. Her determination and perseverance paid off and she is now an apprentice in Carpenters Local 46.

"With the support I’ve received from SETA and the Prop 39 Grant, I am [on the verge of] starting my dream career as a Union Carpenter Apprentice. There is no limit to where I go from here." —Amber J.
The Sacramento Capitol Region Prop 39 project is a diverse project with a twofold mission: 1) to work with disadvantaged youth through a pilot training with the Conservation Corps and 2) to train disadvantaged job-seekers for work on a range of building projects in the region. This was a true pilot project, although partners have worked together in various capacities including past pre-construction training opportunities. This grant was an opportunity to begin the process of building an ongoing apprenticeship-pipeline for the region and to expand the Priority Worker Program for the Sacramento Kings Arena Project, a program creating a local hire opportunity for disadvantaged communities.

The local building trades council and apprenticeship coordinators serve an advisory role, and American River College, Sierra College, and NCCT provide the MC3 and additional apprenticeship-prep training.

In this pilot, the partnering Workforce Development Boards (WDBs) played a key program coordination role, tasked with recruitment, screening, case management, follow-up, retention, and job placement. Key lessons gleaned from this initial grant cycle centered on garnering a better understanding of working with the building trades and the Conservation Corps. As the project progressed, so did the Priority Worker Program, building a better relationship between the WDBs and the building trades. In addition, one lesson learned in this pilot was how to integrate a job-readiness program like the MC3 with the structure of the Conservation Corps for increased success moving forward.

Recruiting Women
Recruiting more women into the trades has long been a goal of the building trades unions, as women represent below 10% of the construction industry and approximately 2% of apprentices in California. Apprenticeship-prep programs provide an avenue for increased recruitment of women into the trades by expanding outreach into a diverse range of communities. One third of the Prop 39 graduates of the Sacramento region program were women. Over the course of the trainings, a female instructor with a background in the union trades joined the project and served as a tangible model of success to the female trainees. In addition, youth programs such as the Conservation Corps create opportunities to reach the next generation of tradeswomen.
Eugenio is an immigrant and English language learner who came to San Francisco through the DREAM Act. Eugenio enrolled into the Pre-Apprentice Training program and has successfully completed the 6 week training and obtained certifications in Multi-Craft Core Curriculum, Traffic Control, Confined Space, and Solar Photovoltaic 1 & 2. He obtained his high school diploma, was able to pass a drug screen, and obtained a valid California driver’s license. Eugenio was indentured as a Laborers Apprentice into Laborers Local 261 and was dispatched to full-time employment as a Flagger with Valverde Construction.

PARTNERS

Building Trades Council:
• San Francisco BTC

Community Based Org:
• San Francisco Conservation Corps

Additional Partners:
• Laborers Community Training Foundation

TRAINING PROVIDERS

San Francisco Conservation Corps

TARGET TRADES ENGAGED

Laborers, Carpenters, Electricians, Painters, Glaziers
The San Francisco Pilot is the only Prop 39 project led by a community-based organization, providing unique perspective for how a jobs training program can integrate the MC3 curriculum into existing program structure. The San Francisco Conservation Corps offers young people opportunities to develop themselves, their academic abilities and marketable job skills while addressing community needs through service work. The Prop 39 grant gave the SFCC the opportunity to begin to build a relationship with the San Francisco building trades, while adding the MC3 to their green skills and construction training offerings.

With a focus on serving disadvantaged youth, the SFCC MC3 program provides additional academic support and remediation, including GED attainment. Building upon the MC3 as an initial trades introductory program, graduates can attain additional certification trainings provided after MC3 — including traffic control, confined space, 40-hr Hazwoper or Solar PV1 training, and 80-hr Energy Efficiency or Solar PV1 & PV2. Additional certification trainings provided by Laborers Community Training Foundation partners.
Albert L. is a recent graduate of the and MC3 TIP Program in San Mateo. After, he graduated from the program he applied to both the local Sheetmetal Workers and Plasterers apprenticeship programs. Unfortunately, the local Sheet Metal Workers enrollment period was not open at the time; however he was accepted into the Plasterers and dispatched quickly after having his application accepted. Although he enjoyed working with the Plasterers, he really felt called to the Sheet Metal trade and was later accepted into the program. Bob Noto, the Apprenticeship Coordinator for the Plasterers, advised Albert to follow his heart, and Bob told Albert he would support him as a union brother. Albert feels fortunate for the skills he learned in the TIP program and for the people he met along his journey into the trades.

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<tr>
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<td>South Bay Building Trades</td>
<td>Bricklayers and Tile, Cement Masons, Electricians, Floor Covering, Glaziers, Ironworkers, Laborers, Operating Engineers, Painters and Tapers, Plasterers, Plumbers and Steamfitters, Roofers, Sheet Metal, Sprinkler Fitters, Sign and Display</td>
</tr>
<tr>
<td>• Santa Clara – San Benito BTC</td>
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<tr>
<td>• San Mateo BTC</td>
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<tr>
<td><strong>Regional Apprenticeship Group:</strong></td>
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<tr>
<td>• Bay Area Apprenticeship Coordinators Association (BAACA)</td>
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<td><strong>Workforce Development Boards:</strong></td>
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<td>• Work2future (Santa Clara WDB)</td>
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The TIP-TOP MC3 programs are an example for all employers across all industries, on how personal investment and active participation in building their future workforce breeds success. Labor partners see the benefits of this program as twofold: 1) the construction industry (apprenticeship programs and their signatory contractors) will find applicants who have the demonstrated skills and capacity to thrive in their industries, thereby reducing apprenticeship turn-over; 2) contractors will be able to find local workers to fill the large number of replacement jobs as the “silver tsunami” (large number of Boomers who will retire over the next ten years) affects the construction workforce.